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FEATURING

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TALK SHOW WITH **EDGAR RAMIREZ**

DECEMBER 2015

DREAM TRIPS THAT WILL DO YOUR KARMA GOOD

P. 80

A LEGACY OF LEADERSHIP

THE **NORDSTROM BROTHERS** (AND CO-PRESIDENTS) ARE WORKING TOGETHER TO SHAPE THE FUTURE OF RETAIL.

Blake, Pete and Erik Nordstrom photographed at the grand opening of the Vancouver store in September.



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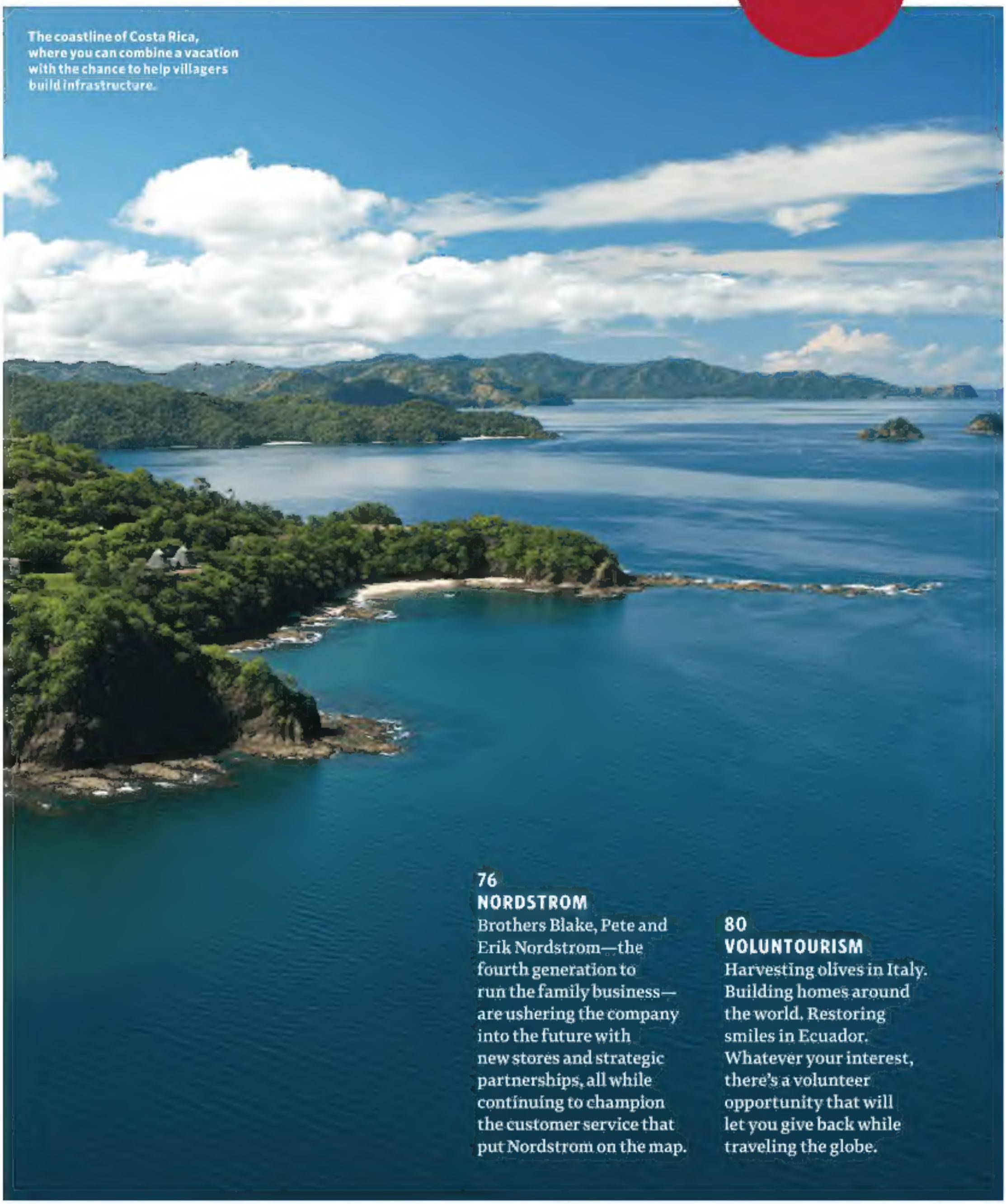
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As 2015 comes to a close and we wrap up our charitable giving for the year, we're also focused on a different kind of donation: our time. As nearly anyone who has been a volunteer knows, helping others benefits not only the recipient, but also the giver. Check out our feature on voluntourism for trips that combine sightseeing or adventure with opportunities to give back to local communities in need.

SEAN MONAGHAN (50); THANAT KUNGRATTANAKAJON (28); MICHAEL HENDRICKSON (40); DAVID COLEMAN / ALAMY STOCK PHOTO (73)

ON THE COVER: The Nordstrom brothers photographed in Vancouver by José Mandojana.

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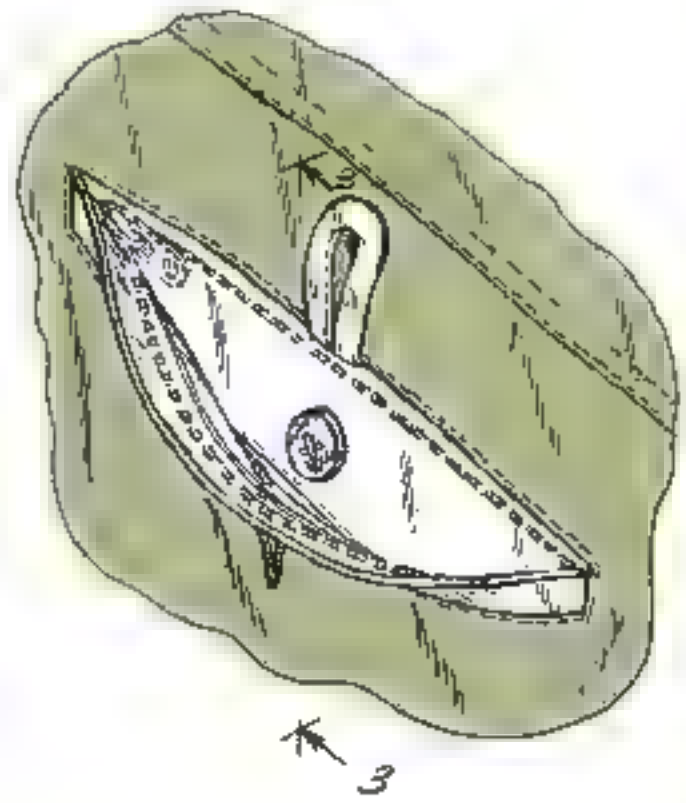


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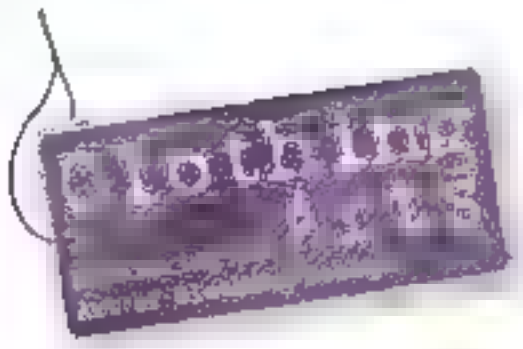
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How life unfolds

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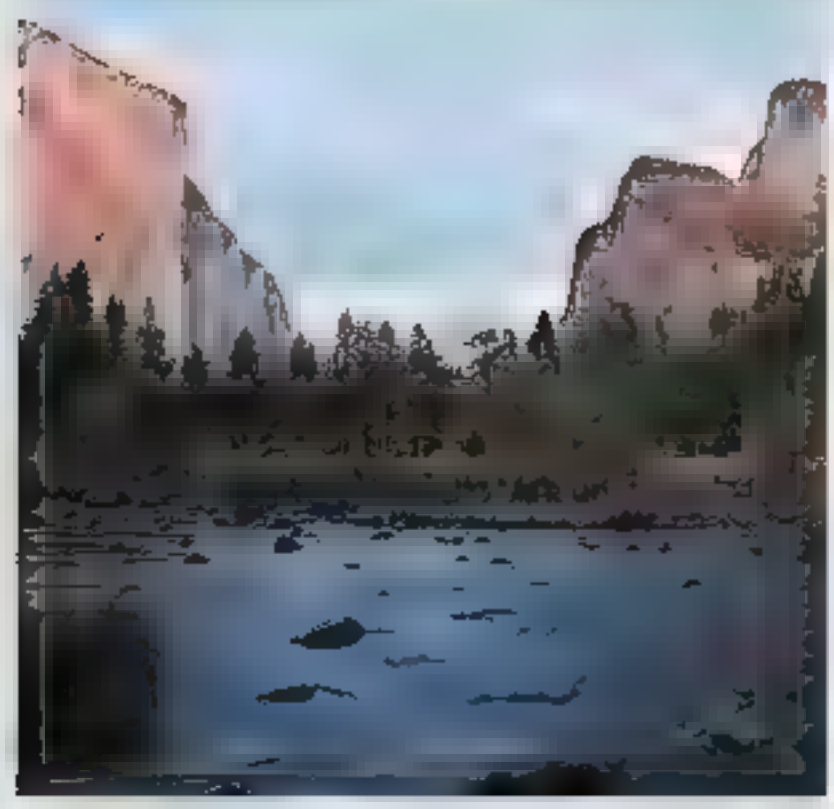
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WELCOME

EVOLVING FOR THE FUTURE

Nordstrom and Delta share a commitment to customer service and innovation





Richard Anderson, CEO of Delta Air Lines

IF YOU'VE VISITED A NORDSTROM STORE LATELY, you've probably noticed that the upscale retailer is thriving even as many of its competitors struggle with the challenges of new technology and a fast-changing economic landscape. Many things set Nordstrom apart from rival merchants, but at the top of the list is a commitment to family, people and core values of customer service that permeate the company's culture.

That dedication to family was on display earlier this year when the 114-year-old retail group appointed Blake, Pete and Erik Nordstrom as co-presidents. The three brothers, who have grown up in the business, are featured on our cover this month, and their company's story is a compelling one.

One of the reasons we chose Nordstrom for the cover is that we have a lot in common. Like Nordstrom, Delta puts family and people first. Our 80,000 employees are empowered to do whatever they can for our customers, whether they are at the gate, on board our aircraft or "below the wing" managing our baggage, maintenance and cargo services. We can thank Delta people for their record-breaking operational excellence during the 2015 summer travel season, and for making Delta *Fortune* magazine's most-admired worldwide airline four of the past five years. We're proud that our customer-focused culture also was recently recognized by J.D. Power, which certified our customer service call centers for the second year in a row.

Like Delta, Nordstrom has risen to a leadership position within its industry. While many traditional retailers have struggled amid the e-Commerce revolution, Nordstrom has thrived with consistent revenue growth, steady expansion and an innovative approach to a very traditional business. The company has an intense focus on customer service and embraces online technology to supplement its brick-and-mortar stores.

It's an approach we understand at Delta. Our companies are both historic brands with deep-rooted cultures known for great service and a great product. Like Nordstrom, we refused to let the changing economic

5 THINGS TO KNOW ABOUT DELTA THIS MONTH

1. Delta employees in Atlanta, Los Angeles, New York and Seattle are bringing holiday cheer to children in need at Delta's annual Holiday in the Hangar events. Kids can visit the North Pole without leaving their cities!
2. This month, on all Delta flights, you can purchase our special signature cocktail: Jack Daniel's "Frank's Way" (three ice cubes, two fingers of JD Sinatra Select and a splash of water), as a special toast to Frank Sinatra's 100th birthday.
3. Delta is expanding its Seattle service this month with six new destinations, including new nonstop flights between Seattle and Kona, Hawai'i; Edmonton, Canada; and Orlando starting December 19.
4. Enjoy new seasonal, fresh and regionally inspired menu options on board Delta One™. And starting this month, enjoy new menus created by the DSHG restaurant Marta from JFK to select destinations in Europe.
5. Forget a new sweater? Give the gift of an experience that lasts forever. This holiday, purchase a Delta Gift Card and check everyone off your list at delta.com/giftofgo. After all, travel memories are the best memories.

COVER: NORDSTROM · DAN HALLMAN ANDERSON

Stomping Out Burglary, One Home at a Time

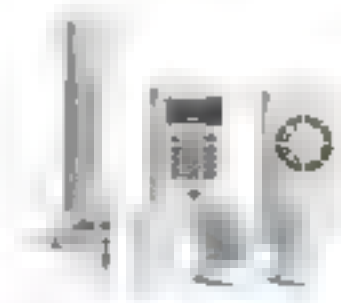
How One Engineer Changed Home Security Forever

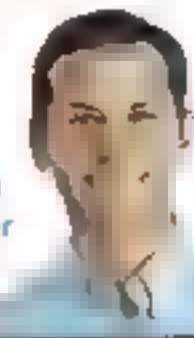
After his friends were robbed, Chad Laurans discovered a serious problem in the home security industry. His friends wanted to feel safe at home again. But every alarm company charged $45 a month and locked them in a 3-year contract. These demands were just too high.

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environment define us. We embraced the possibilities of technology, investing significantly in delta.com to transform the site into a premier e-Commerce platform for all of our travel services.

Our smartphone and tablet apps provide a variety of tools for our customers, while new technology in our airports, our Delta Sky Clubs and on board our aircraft continues to enhance the travel experience. Our goal is to ensure that our customers have the choices, flexibility and tools they need to meet their unique travel needs. We are ahead of the industry in ensuring that third-party online travel agents such as Expedia and Orbitz also are providing our customers with the full scope of all the travel choices we have to offer. And we continue to invest in new technology: We recently unveiled an expanded engine shop in Atlanta that will enhance our industry leading position when it comes to aircraft maintenance.

Another connection between our companies is the city of Seattle, where Nordstrom is headquartered and where Delta operates a major international hub. Seattle is a center of business innovation, and it is an honor to be a significant part of the city's growth and economic expansion alongside great companies like Nordstrom.

People, family and culture—a dedication to all three have served Delta and Nordstrom well.

Thank you for flying Delta.

Sincerely,

Richard

Richard Anderson
Chief Executive Officer
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EVOLUCIONANDO HACIA EL FUTURO

Nordstrom y *Delta* comparten el compromiso de servir al cliente e innovar

SI RECIENTEMENTE HAS VISITADO UNA TIENDA DE *NORDSTROM*, quizá has notado que la lujosa cadena de almacenes está prosperando a pesar que muchos de sus competidores están batallando con los retos de la nueva tecnología y el rápido cambio en la economía. Muchas cosas diferencian a *Nordstrom* de sus competidores. A la cabeza de la lista se destaca el compromiso que la empresa tiene con la familia, con los empleados y con los valores básicos para el servicio al cliente que identifica la cultura de la compañía.

La dedicación a la familia fue reflejada a principios de este año cuando la empresa, fundada hace 114 años, nombró a Blake, Pete y Erik Nordstrom como copresidentes. Este mes, los tres hermanos que crecieron familiarizados con esta industria, son presentados en la cubierta de nuestra revista junto con la historia de la compañía que es cautivadora.

Una de las razones por la cual escogimos a *Nordstrom* para la cubierta de *Sky* es porque tenemos mucho en común. Al igual que *Nordstrom*, *Delta* da prioridad a la familia y a nuestro personal. Los 80.000 empleados están autorizados para llevar a cabo todo lo que sea necesario por los clientes, ya sean que se encuentren en el muelle, a bordo de los aviones o 'debajo de las alas' manejando el equipaje o prestando servicio de mantenimiento y carga. Tenemos que agradecer al personal de *Delta* por romper records de excelencia operacional durante el verano pasado y por lograr que la compañía fuera reconocida en la publicación *Fortune* cuatro veces en los últimos cinco años como la aerolínea más admirada del mundo. También estamos muy orgullosos porque recientemente la cultura de la empresa enfocada en el cliente fue reconocida por *J.D. Power* (una entidad que lleva a cabo encuestas sobre la satisfacción del consumidor) que certificó por segunda vez consecutiva el servicio a los clientes en los centros de atención.

Al igual que *Delta*, *Nordstrom* ha alcanzado una posición de liderazgo en dicha industria. Mientras que muchas tiendas tradicionales han sido afectadas como resultado de la revolución 'eCommerce', *Nordstrom* ha avanzado manteniendo un crecimiento consistente de ingresos, una expansión estable y una estrategia innovadora en cuanto a las transacciones de negocios tradicionales. La empresa tiene un enfoque definido sobre el servicio al cliente y acoge la tecnología en línea para suplementar sus tiendas en el mercado.

Esta es una estrategia que entendemos en *Delta*. Ambas compañías son históricamente reconocidas, tienen una profunda cultura también reconocida por el servicio al cliente y un gran producto. Al igual que *Nordstrom*, en *Delta* no aceptamos que los cambios económicos nos controlen. Aceptamos las posibilidades que brinda la tecnología e invertimos de manera significativa en *delta.com* para transformar el sitio en una plataforma 'eCommerce' de primera calidad para todos los servicios de viajes que ofrecemos.

Las aplicaciones para los teléfonos inteligentes y tabletas proveen una variedad de opciones para nuestros clientes. La nueva tecnología en los aeropuertos, los *Delta Sky Clubs* y el servicio en los aviones continua realzando la experiencia al volar. El objetivo es asegurar que los clientes tengan las posibilidades, la flexibilidad y las herramientas correctas para cumplir con sus necesidades únicas al viajar. Estamos a la vanguardia de la industria garantizando que las empresas de agentes viajeros en línea (como *Expedia* y *Orbitz*) también provean a los clientes con todas las alternativas posibles que ofrecemos. Además, continuamos invirtiendo en nueva tecnología. Hace poco se inauguró en Atlanta la ampliación de un taller de motores que mejorará nuestra posición de liderazgo en la industria cuando se trate del mantenimiento de las aeronaves.

La ciudad de Seattle es otra conexión entre ambas empresas. Allí *Nordstrom* tiene su sede principal y *Delta* opera una importante 'hub' internacional. Seattle es un centro de negocios innovadores y estamos honrados de ser parte significativa de la expansión y el crecimiento económico en compañía de grandes empresas como *Nordstrom*.

El personal de trabajo, la familia y la cultura, la dedicación a estos tres valores ha traído buenos resultados a *Delta* y a *Nordstrom*.

Gracias por volar con *Delta*.

Cordialmente,

Richard Anderson
Director Ejecutivo
Delta Air Lines

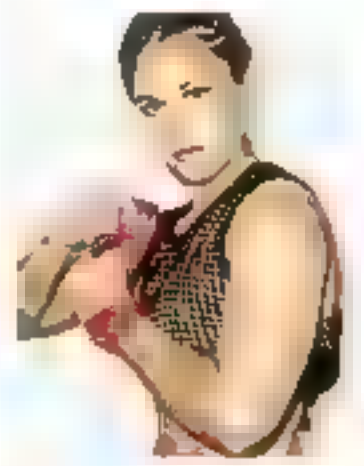


1 Este mes *Delta* inició el servicio de vuelos entre Orlando y la vibrante ciudad de **São Paulo, Brasil.**

2 **Ritmo Caliente**
Sintonice *Ritmo Caliente*, nuestro canal de audio a bordo con los ritmos latinos de moda



3 Ahora desde la 'hub' de *Delta* en Atlanta puedes viajar a tres ciudades colombianas Bogotá, **Cartagena** y Medellín.



4 **Despegando**
No dejes de leer nuestra sección en español en la página 153 de *SKY*

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WHEELS UP

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BY THE NUMBERS

THE $3 BILLION ART FAIR

Art Basel in Miami Beach, the largest modern and contemporary art fair in the U.S., draws big crowds, big names and big money. This year, more than 70,000 people and about $3 billion in art—paintings, sculptures, installations and more—are expected to fill the Miami Beach Convention Center and Collins Park from December 3 to 6. In addition to the show's official 267 galleries representing 32 countries, activity spills over into the rest of the city with satellite fairs, museum events, art showings in private homes and after-hours parties drawing famous people such as Kim Kardashian, Sean "Diddy" Combs and art dealer Larry Gagosian.



IMAGES COURTESY OF ART BASEL

$35 million

Price tag on the Alexander Calder mobile *Rouge Triomphant* at Helly Nahmad Gallery at the 2014 fair. There was also a Jean-Michel Basquiat valued at $5.6 million on display at the Van de Weghe Fine Art booth.

7,000

Square footage of the outdoor projection wall on which movies are shown at New World Center in SoundScape Park as part of Art Basel in Miami Beach's film sector.

2

Eateries from celebrity chef Michelle Bernstein set up for the fair. They include The Garden Café and Michy's Pop Up, both located in The Miami Beach Botanical Garden across from the convention center.

$795

Cost per square meter of a booth in the fair's main Galleries sector, which houses 191 galleries. Most spaces measure 60 to 120 square meters—a cost equaling $47,700 to $95,400.

ILLUSTRATION BY MILES DONOVAN



The Bonanza Express lift at Park City Mountain Resort.

SLC

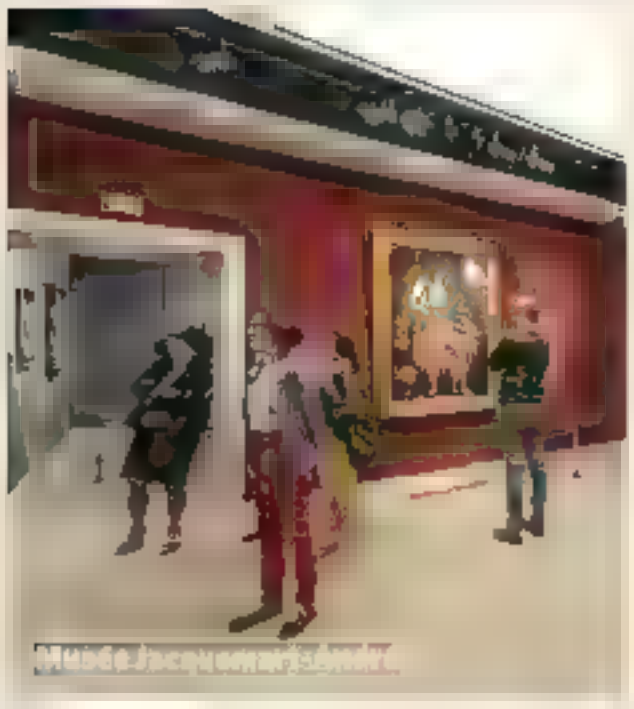
PARK CITY

Utah's revamped ski area offers even more reasons to hit the slopes.

Why Now: Park City has upped its skiing and snowboarding game this season by combining its namesake mountain resort with neighboring Canyons Resort, giving it 7,300 acres of snow-packed terrain connected by an 8 ½-minute gondola ride. Now the largest U.S. ski area, Park City Mountain Resort is spending $50 million on infrastructure improvements, including two new high-speed chairlifts and three on-mountain restaurant renovations. Those looking for something more intimate can visit nearby Deer Valley Resort, which caps the number of daily skiers.

Where to Go: Nestled at the base of Canyons, the Waldorf Astoria has peak views from its room balconies and provides a private gondola to usher guests to the slopes. Adventurous souls should make a beeline to the Magic Lines runs for double blacks, while novices can find approachable trails everywhere—50 percent of the mountain is blue intermediate grade. Stop for lunch at High West Distillery & Saloon, the only ski-in, ski-out distillery in the country. Refuel with a 36th Vote Manhattan made with barrel-aged whiskey and a bison burger topped with blue cheese and sweet onions. Reward your thigh-burning efforts on the slopes with an après-ski hot stone massage at Rain Spa at Club Lespri Park City. To end the day, stroll along Victorian house-lined Main Street, then dine on plates of local buffalo, venison and elk at Riverhorse on Main. —**MATT McCUE**





BOARDING PASS

PARIS

Follow the Seine for a day of cultural enlightenment in the City of Light. Start at the **Musée Jacquemart-André** for a look at portraits from the court of the Medicis. Then head down the nearby Champs-Élysées to the **Louvre,** where "A Brief History of the Future" takes cues from past cultures to predict how society will look decades from now. End at the Martin Scorsese exhibition at **La Cinémathèque Française** to get a full picture of the director's vision and impact.

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SAL DA SANTE PARIS CITY: DAMIEN E CHEY MUSEE JACQUEMART ANDRE


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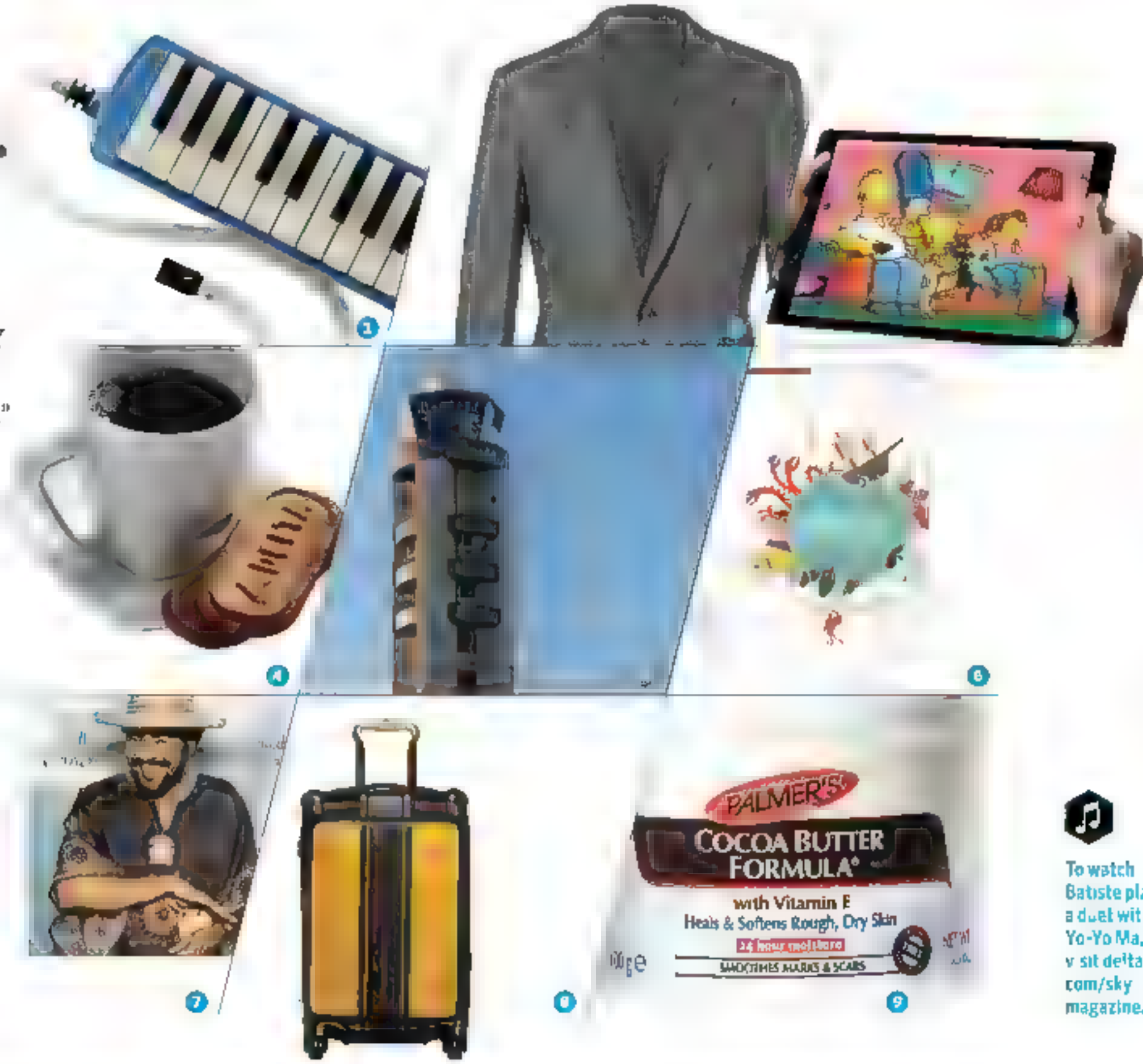


JON BATISTE

BANDLEADER, MUSICIAN

Jon Batiste flies with a purse for good reason. The 29-year-old bandleader for *The Late Show with Stephen Colbert* on CBS plays the melodica, a hand-held keyboard-horn hybrid. It never leaves his side on the plane, hence the need for a healthy-sized man bag. On the ground, Batiste, a pianist from New Orleans, frequently leads roving street performances. That proves difficult with a piano, which is why he relies on the peer-less melodica. "I wanted something that was a mobile piano with more of a horn quality," he explains. —**MATT McCUE**

"SOMETIMES I TRY TO ONLY PACK MY ID AND MY INSTRUMENTS."



To watch Batiste play a duet with Yo-Yo Ma, visit delta.com/skymagazine.

1 TRAVEL ESSENTIALS "Sometimes I try to only pack my ID and my instruments. I'll buy clothes when I get there. Usually I try to pack only a carry-on with just the stuff I need—sometimes less." **2 TRAVEL OUTFIT** "When I travel I like to wear really nice suits. Jack Spade, Burberry, Tom Ford." **3 IN-FLIGHT ENTERTAINMENT** "I like to watch different series like *The Fresh Prince of Bel-Air* or *The Simpsons*—anything from the '90s, basically." **4 SNACK OF CHOICE** The snacks they hand out on the flight. **5 FAVORITE AIRPORT** LaGuardia or Louis Armstrong New Orleans International because "it means I'm going home." **6 IN-FLIGHT READING** "I see flying as an opportunity to catch up on things I should know about: classic books like Machiavelli's *The Prince* and Shakespeare plays. I like to tackle epic books like Homer's *The Odyssey* and get into it." **7 IN-FLIGHT TUNES** Bill Withers, Louis Armstrong and Mary Lou Williams. **8 FAVORITE LUGGAGE** Tumi. **9 PERSONAL CARE ESSENTIAL** Palmer's cocoa butter formula. **FAVORITE TRAVEL DESTINATION** "Wherever I'm going."

PETER HEDEBY BATISTE: ARMANI; OLD NAVY; DEEP HOTCOMB; J. APPLE; FOX BROADCASTING COMPANY; JJ. ABAGNALE & CO.; CASEY MARTIN; SHUTTERSTOCK; DM 451; DESIGNED BY MA THOESEN/EGG. EGACY RECORD 393 #9;

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BANGKOK

You've got an extra day to kill in Thailand's capital city. Here's what you do **BY CHADNER NAVARRO**

THE LAST COUPLE OF YEARS have not been easy on Bangkok, but the city has shown that it always bounces back, remaining a dynamic hub of culture both traditional and modern. While travelers have been coming to the city for decades, the bustling metropolis' rapid transformation is revealing new facets that are attracting the next generation of visitors. The contemporary art scene, for example, has never been stronger with plenty of galleries plying local creativity, and chic boîtes offering potent cocktails are popping up everywhere. December 5 is the king's birthday, so Bangkok—along with the rest of Thailand—will be exceptionally celebratory.



At Lumpini Park in the center of the city, you can join locals working out, grab a bite to eat or rent a paddleboat

GALLERY HOP

Art is booming here. The massive **Bangkok Art and Culture Center** looks a bit like the Guggenheim in NYC and prepares exhibitions by Thai and international artists. **WTF Café & Gallery** (1) is the hipster-approved destination for avant-garde and thought-provoking works representing all artistic disciplines, from photography to interactive paintings by illustrator Kathy MacLeod.

GO OUTSIDE

Start the day at **Lumpini Park**, a 143-acre hideaway in the heart of Bangkok, where you can join locals running or working out. Afterward, board a **longboat** and explore the city's network of canals, which crisscrosses most of Bangkok. If it's nature you're truly after, take a cycle tour with **SpiceRoads** across the Chao Phraya River to Bang Krajao, where lush vegetation, local gardens and small temples await.

SHAKEN & STIRRED

The city is now home to innovative cocktail bars such as **J. Boroski Mixology**, where bartenders dabble in sous vide beverages, and the **WAYZ Bar**, which revels in molecular mixology. In the buzzy Silom Sathorn neighborhood, the bistro-style **Vesper Cocktail Bar & Restaurant** does a fantastic job of turning classic drinks into contemporary sips such as A Thyme to Kill, a herbaceous twist on the Negroni using barrel-aged Tanqueray and thyme-infused Cointreau.

TO MARKET

In Bangkok, night markets are as much a part of the shopping scene as malls and designer boutiques. There are many of them, but the weekend-only **Talad Nud Rot Fai Ratchada** (Train Market) is likely the best because of its size. Mine it for vintage clothes, massive chandeliers and motorcycles. When you get peckish, head to the old vans and trucks that dot the market's perimeter. Many sell authentic street food and cold beer.

THANAT NUNGRATTANAPON, LUMPINI PARK; CHRISTOPHER WISE, WTF!

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MINDY KALING

Famously funny Mindy Kaling may not fit the cookie cutter mold of other Tinseltown A-listers, but as a quadruple threat—producer, creator, writer and star—she's carved out her own undeniable niche. This spring, when Fox pulled the plug after the third season of her critically acclaimed show *The Mindy Project*, paid streaming service Hulu commissioned 26 more episodes, much to the delight of die-hard fans. Even though the show's guest-star roster reads like a Hollywood who's who, with appearances by Ed Helms, James Franco, Laura Dern and Seth Meyers (to name only a few), 36-year-old funnywoman Kaling continues to be the main attraction.

— JENNIFER BRADLEY FRANKLIN

PHILANTHROPY



Make-A-Wish Foundation
When Emily, a teen with Friedreich's ataxia (which damages the nervous system), wished for a shopping trip with Kaling, the actress took her to some favorite LA boutiques.

Pancreatic Cancer Action Network
Kaling lost her mom to pancreatic cancer in 2012. Earlier this year, she partnered with Umami Burger to create The Mindy Burger (think pickled jalapeños, fried onion strings, Cali cheese, Sriracha aioli) $ from the sale of each burger was donated to this cancer organization.

This year on eBay
Kaling auctioned off Missoni, Milly and Betsy Johnson styles she's worn on her show, with proceeds benefiting the pancreatic cancer charity.

Hilarity for Charity
Kaling lends her voice and talent for making people laugh to the charity's annual Los Angeles Variety Shows, which use comedy to raise Alzheimer's awareness.



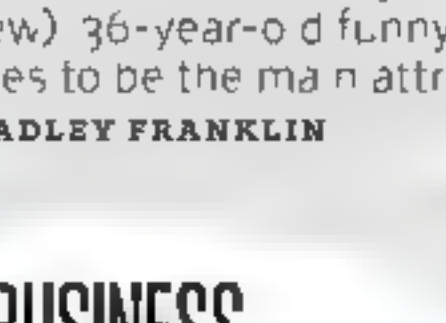
Rogen and his wife, Lauren, founded Hilarity for Charity in 2012. The cause hits close to home: Lauren's mother was diagnosed with early-onset Alzheimer's at 55 years old.

BUSINESS



Why Not Me?
Kaling followed up her *New York Times* bestsellers *Is Everyone Hanging Out Without Me?* with this book, a candid look at her quest to find excitement and meaning in Hollywood.

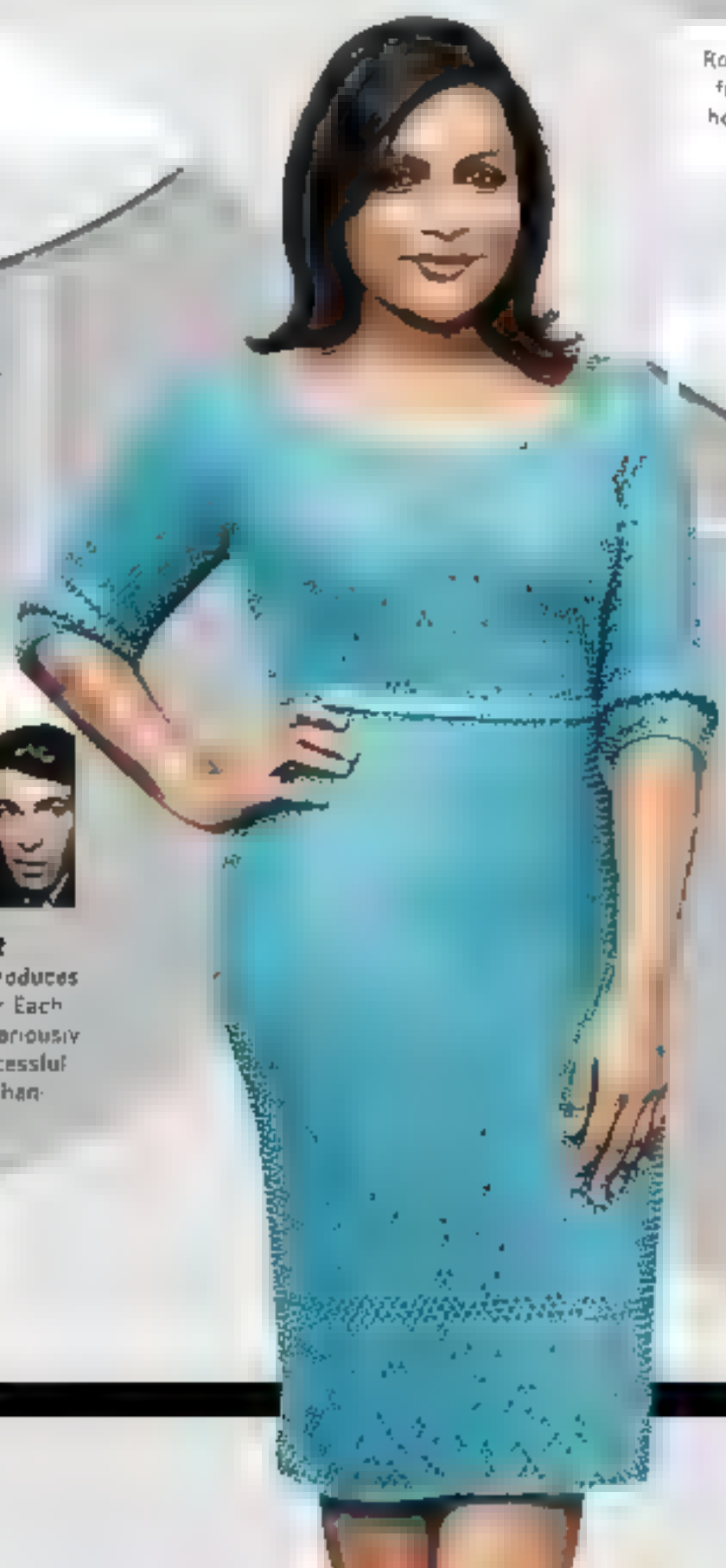
Forbes
With $9 million in earnings, Kaling snagged the eighth spot on this magazine's 2015 list of highest-paid TV actresses, following behind Julianna Margulies and Amy Poehler, who tied for sixth place.



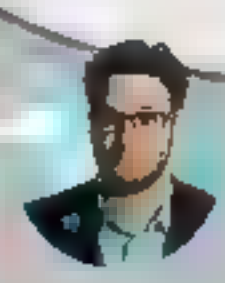
Endorsements
Applying her impeccable comic timing and self-deprecating humor, Kaling stars in commercials for American Express and Nationwide Insurance.

The Mindy Project
Kaling created, writes and produces the show she's also its star. Each episode, Dr. Mindy Lahiri hilariously attempts to navigate a successful career and an often less-than-successful love life.

In the Nationwide insurance"-ible Mindy commercial which debuted during the 2015 Super Bowl, Kaling offers Matt Damon a kiss, which he declines.

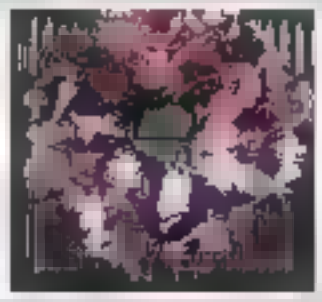


FRIENDS + FAMILY



Seth Rogen
The *Pineapple Express* funnyman played Kaling's former crush on *The Mindy Project* and cast the actress as herself in his 2013 apocalyptic spoof *This Is the End*.

Reese Witherspoon
The actress thanked Kaling for a crafty flower wreath adorned with mini gold statues and her face by tweeting, "Best gift ever. Thanks @mindykaling for my #WreathWitherspoon #Oscar edition."

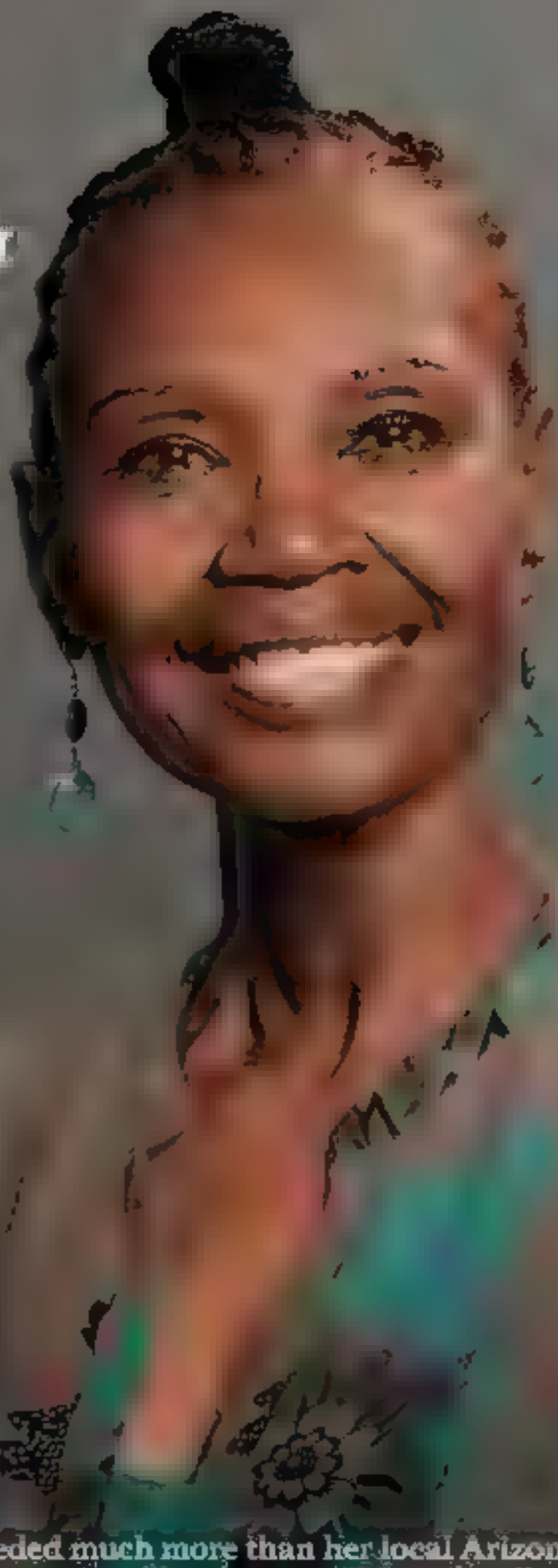


Matt Damon & Ben Affleck
The genesis of the actors' film *Good Will Hunting* is the subject of *Matt & Ben*, an off-Broadway spoof Kaling cowrote with her real-life Dartmouth bestie. Brenda Withers. Withers played Damon and Kaling portrayed Affleck.

Watch Mindy Project on Delta Studio.

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Three-quarters of cancer therapies approved by the FDA in the last 7 years were tested at Winship. You could wait years to get these innovative treatments somewhere else or come to Winship for the most advanced care available anywhere. Cancer doesn't wait. Make the right decision the first time. It's a decision Bari Ross is glad she made every day she wakes up cancer-free. To learn more, visit advancingyourhealth.org/winship.

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INSTITUTE



Jen[illegible] in Rent the Runway's massive warehouse in Secaucus, New Jersey

JENNIFER HYMAN

▶ **CO-FOUNDER AND CEO, RENT THE RUNWAY**

For many people, a lot of the fun of the holiday season is in dressing up. In 2009, Harvard MBA Jennifer Hyman, along with business partner Jennifer Fleiss, saw an opportunity to give women the chance to dress up in top designer styles any time of year—without going into long-term debt. In the midst of the recession, they founded Rent the Runway, which rents out high-end dresses, suits and other clothing items from brands such as Jason Wu and Diane von Furstenberg for a fraction of the garment's price tag. This booming style start-up, based in New York City, is as much tech firm as clothing company—perhaps a key reason why it's raised $126 million in venture funding. **BY GENE REBECK**

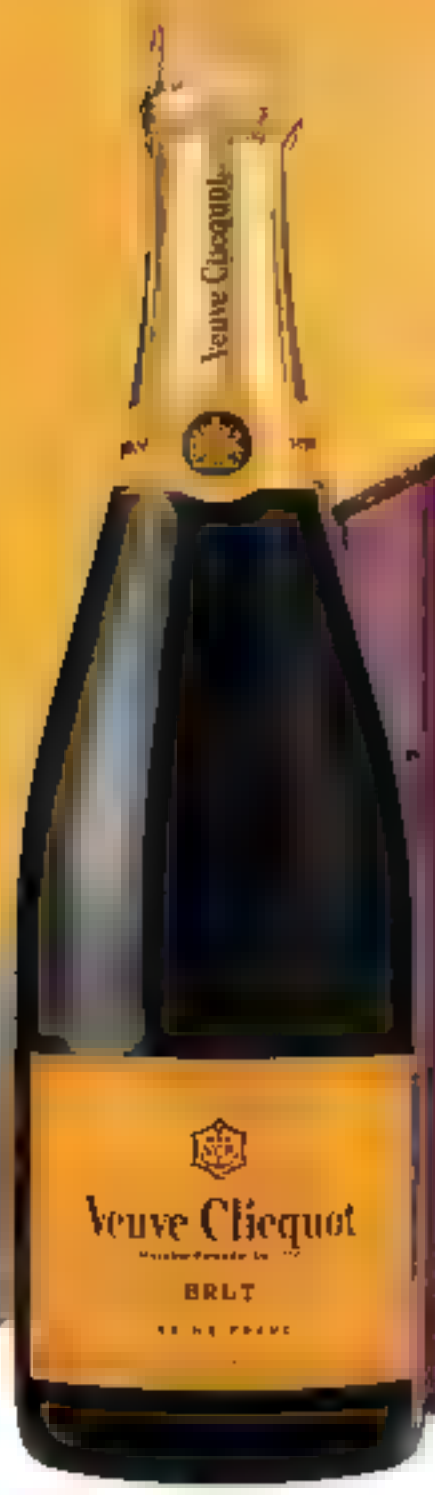
SKY: How does Rent the Runway work?
HYMAN: You're typically renting for an event that you have on a Friday or Saturday night; you typically return the inventory to us on a Monday morning. [Note: Rentals are available every day of the week.] We also have a subscription service that will start in spring. You'll pay a monthly price, and you'll receive a set number of designer items at a time.

Your technology is a crucial part of your business model, isn't it?
When we launched, there was no software we could buy off the shelf for renting clothing to [our]

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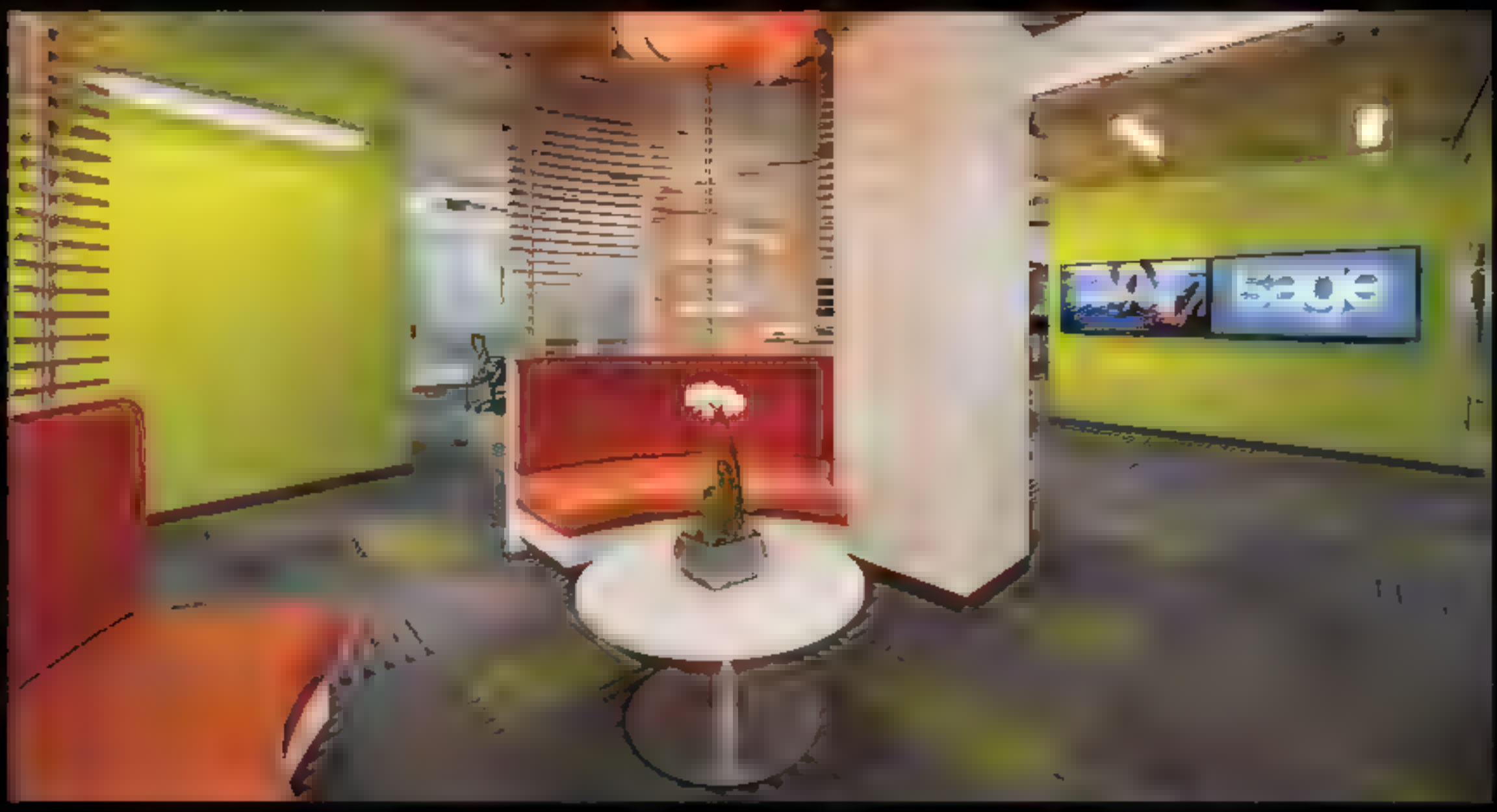


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members. We needed proprietary, reverse-logistics technology that could operate just in time to service our members. When we receive inventory in the morning—and we have members all over the country—we have to sort that inventory, dry-clean it, repair it, quality control it, reassemble it for new members and ship it out that very evening. To build out all the technology to allow you to get tens of thousands of units through a warehouse in perfect condition is actually a huge feat.

The other way we use technology: We learn more about our members every time they come to the site. We learn about their style preferences. We learn about the occasions they have coming up in their lives. We also learn about their bodies so that we're able to make recommendations about articles of clothing that they're going to fall in love with—and which also are going to fit them

Who is your target market?

She's typically a go-getter who has a career and also has a family and a social life. She travels, works out. She uses Rent the Runway because she can save money. But the bigger benefit is that she's able to try new things, experiment, have a closet on rotation and not have to deal with the dry-cleaning.

Since you're renting, not retailing, why do major fashion brands partner with you?

We're increasing the market for women who are going to try their brands. Designer fashion is typically a niche market in the United States. We have over 5 million members, many of whom are trying brands for the very first time.

What might be next?

One of my dreams is that women will be able to travel without suitcases. Rent the Runway will be able to ship an entire wardrobe to their hotel room so they'll have everything they need for their perfect business trip or vacation.

EDITORS' PICK

The Peninsula Chicago



A gorgeous room revamp is bringing not just modern high style but high tech to The Peninsula Chicago. The hotel drew inspiration from its location near Lake Michigan, refashioning the rooms with deep blue accents, duvet covers with a subtle wave pattern and handcrafted artwork pieces featuring Chicago's official flower, the chrysanthemum. As for tech, travelers will love finding phone chargers for numerous brands tucked in a drawer, as well as tablets that control all room functions and offer 11 language options, phones equipped with VOIP to call anywhere in the world for free and 24-hour mobile check-in for Web bookings. *chicago.peninsula.com*



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TONY SIMMONS

His chili peppers pack heat and family history

"THE TABASCO PEPPER has a high level of spice when consumed raw. It can be used as an ingredient in food, but very sparingly," explains Tony Simmons, the fifth-generation CEO of family-owned McIlhenny Company, maker of Tabasco hot sauce. The chili pepper, which hails from the species *Capsicum frutescens*, can register at 30,000 to 50,000 Scoville heat units. For tongue-tingle comparison, a bell pepper registers zero while a habanero can reach 350,000. Simmons' pepper plants begin in greenhouses on Avery Island, Louisiana, in early spring and are moved to fields when they're about a foot tall. The fiery fruits start green and eventually end up a deep red. Seeds from these peppers are sent to farms abroad to be cultivated. What returns is mash (crushed tabasco peppers and salt), which ages in oak barrels for three years before being turned into sauce. "Our tabasco pepper is an heirloom pepper that has not been altered in any way since the late 1800s," Simmons says. "It's so important we actually have a safe on Avery Island where seed stock is stored to ensure our supply" —
KIMBERLEY LOVATO



- **Capsaicin** is the colorless odorless chemical in peppers that gives them their heat
- **The Scoville scale** is an internationally recognized measurement of a chili's heat and ranges from zero to 16 million
- **As well as** being low-cal, hot peppers are low in fat, cholesterol, sodium and carbohydrates.

PICK A PEPPER

Make a piquant pit stop in New York, California and Louisiana



1 Hot sauce sommeliers at **Heatonist** in Brooklyn guide taste buds through more than 100 spicy elixirs.



2 Stock your pantry with a mind-boggling array of spices and dried chilies from around the globe at **Spice Ace** in San Francisco.



3 Each September, Louisiana's **St. Martinville Pepper Festival** celebrates the local fruits—complete with a pepper-eating contest.

ANDY ROMAN; SIMMONS: DANIEL BRAHAM

PHOTOGRAPH BY NICK CABRERA

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JIM GAFFIGAN ON MOTT STREET IN NEW YORK CITY

Mott Street has provided plenty of memories for **JIM GAFFIGAN.** He lived there for 20 years, most of the time in a tiny row apartment with a tub in the kitchen. It's there he met his wife and writing partner, Jeannie; they got married in nearby St. Patrick's Old Cathedral. And today many scenes in his namesake show on TV Land are filmed there. "Even after the models and techies replaced the Italian grandmas and Dominican families, Mott Street has retained an unpretentious and down-to-earth vibe," says Gaffigan. On December 12, he heads uptown for his first comedy show at Madison Square Garden. "It seems strange to say I'll be performing where you go to see Bruce Springsteen, Billy Joel or the Knicks," says Gaffigan. "I'm way more excited than nervous." **MATT McCUE**

Café Habana
"It's so good, Jeannie and I had it at our wedding. Get the Cuban sandwich, the steak sandwich and the corn." What's so special about the corn? It's covered with mayo and cotija cheese.

Cafe Gitane
"Before all the hipsters moved to Brooklyn, they used to go to Cafe Gitane. A great hang with exceptional food and coffee." Pro tip: Order the avocado toast.

Tacombi
Get your taco fix at the Nolita branch of this taqueria that serves authentic regional Mexican food. "[It has] possibly the best guacamole on the planet."

Café'tal Social Club
Tuck into Italian fare at the start of Little Italy. "A sentimental favorite run by an old-school New York Italian couple. This is where we take our kids for ice cream after church."


1


2


3

COORDINATES

1 **Café Habana**
17 Prince St
cafehabana.com

2 **Cafe Gitane**
242 Mott St
cafegitanenyc.com

3 **Tacombi**
267 Elizabeth St
tacombi.com

Café'tal Social Club
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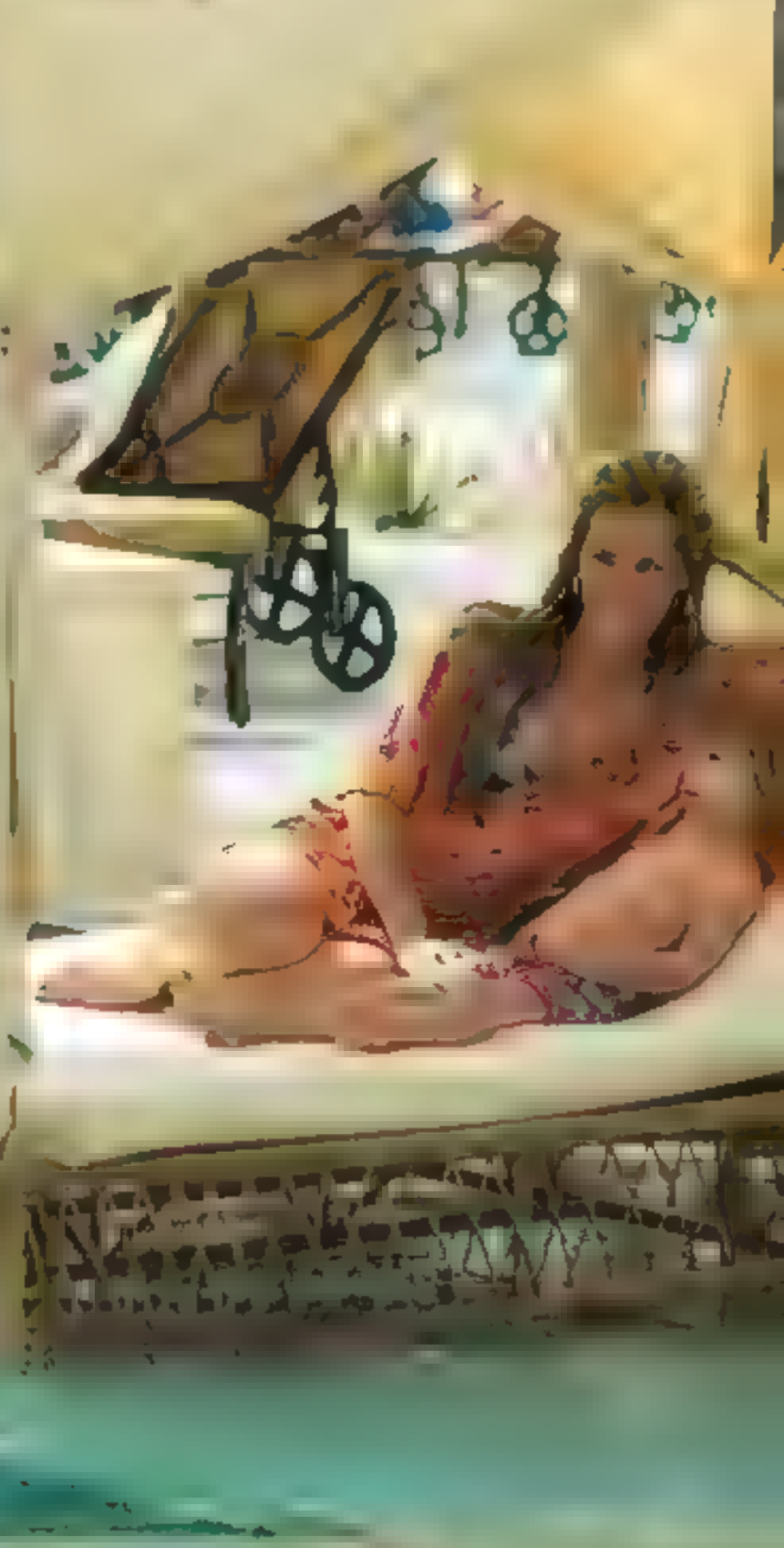
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It's rare to hear about a love story that starts on an airplane. When single we all secretly wish that the romance of meeting someone while traveling just might happen to us.

Jennie Bowen Steed's idea of finding love changed on a flight when she saw an ad for It's Just Lunch, a personalized matchmaking service for busy professionals. The ad read like a good friend who could introduce her to single, professional men she wouldn't have the opportunity to meet on her own. Today Bowen Steed is married to her IJL match Greg Steed. We sat down with Greg and Jennie to learn about their dating experience, lifestyle, and why they chose to invest in their pursuit of relationship happiness.

Why did you join IJL?

G: I'd been divorced for about two years, and it was a hectic time career wise. My company was in a transitional phase, and it demanded a lot of my time and effort, so I didn't have time for much else.

Favorite first date memories?

G: I was attracted to her right away. On the second date there was a real chemistry. Then it evolved very, very quickly.

J: When Greg and I started talking, I discovered we had similar careers. I remember the conversation was so easy and comfortable. When I shared my date feedback with my IJL matchmaker, I let her know that Greg and I had made arrangements to attend a big award dinner at his country club. The minute I walked in, I knew he was a consummate gentleman. He was attentive and made sure I was introduced to everyone.

How did IJL compare to your online dating experience?

G: Online dating isn't easy. It's work. I've got a full-time career; I didn't need another job. With IJL they did everything for me. You're busy with your career and everything else going on – IJL was just easier. The caliber of matches was much higher.

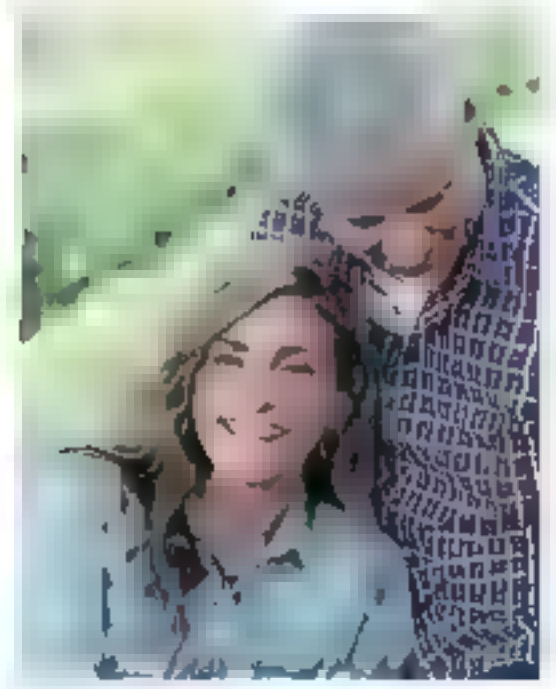
Best part about dating thru IJL?

G: Besides choosing all my matches I would say the scheduling of my dates. They call you and ask what your schedule is like, so you don't have to worry about it. If I said I was available Wednesday or Thursday this week and Sunday next week they would find a way to fit dating into my schedule.

What would you tell a friend who was interested in IJL but was tentative about making the investment?

G: At the end of the day what is your end goal? Then I'd ask, what's the cost of being happy worth to you? The kinds of people who choose IJL aren't fooling around. It's not someone on the Internet just looking to meet a ton of people and date up a storm. It was definitely worth it for me.

It's Just Lunch has been matching busy singles since 1991. Find out what an It's Just Lunch matchmaker can do for you by calling **1.800.858.6526** or visiting **ItsJustLunch.com**.



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Of singles think a smile is the most attractive feature of the opposite sex.

48 HOURS
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40%
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COMMUNING WITH WHALES

Hidden beauty comes to light at night in the waters off the coast of the Baja California Peninsula **BY PHIL PRIMACK**

MY DAY HAD BEGUN AT 3 A.M. as I dug out from yet another Boston snowstorm. But now I'd made it, unfrozen, to Cabo San Lucas. The sky was blue, fresh Mexican seafood beckoned and we were heading for the Cabo marina. What better way to jump-start this escape from winter, I'd figured, than grabbing ocean breezes at sunset where whales frolic and the Pacific meets the Sea of Cortez?

I've seen humpbacks defy gravity, even been lucky enough to pat Baja's "friendly" gray whales just



A humpback whale near Cabo San Lucas

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up the coast. But I was intrigued by the Cabo Expeditions experience launched last year called "Whale Concert under the Stars" and company owner Oscar Ortiz' desire that people not just watch whales but hear them from the depths of their own world.

A half-dozen of us join Ortiz and two crew members, and our Zodiac putters into the bay, passing Lover's Beach and Cabo's iconic Land's End arch with its armada of tourist-carrying glass-bottom boats. As we head out, other boats, including a faux pirate ship and music-blaring party cruises, head in, taking their engines and other manmade noises with them.

After about 30 choppy minutes, we stop to watch the water-slapping play of a humpback calf close to her calmer mother. Rather than resorts and condos, looking back two miles inland reveals only water, mountains and the orange and gray celestial curtain between day and night. As a rising full moon turns the sea into a sparkling light show, we're now the only boat around.

Once the sky is fully dark, Ortiz drops a hydrophone into the water. The first sounds are just whirring current, but then we hear the clicks and ethereal singing of humpbacks somewhere beneath us. Cabo's natural soundtrack surpasses even the most expensive sound system

"THEN WE HEAR THE CLICKS AND ETHEREAL SINGING OF HUMPBACKS"

Returning to port, we again pass Land's End, only this time we are alone. As we bob on the water, the crew projects a video of whales and other marine life onto the ancient rock face just yards away. "People say they come to Cabo to disconnect," Ortiz tells me later. "But on the water like this, you are actually reconnecting with yourself."





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DECEMBER 2015

A taste of what's happening around the world this month

1 ATLANTA
Acrobats fly high above the Atlanta Symphony Orchestra at **Cirque de la Symphonie's Holiday Spectacular.** Atlanta Symphony Hall. December 4-6. *atlantasymphony.org*

2 PALM BEACH
Hugh Acheson, Christina Tosi and other top toques lead cooking demonstrations and cocktail tastings at the **Palm Beach Food & Wine Fest.** Various locations. December 10-13. *pbfoodwinefest.com*

MANCHESTER
See **Madonna** command the stage while on an international tour for her latest album *Rebel Heart*. Manchester Arena. December 14. *madonna.com*

3 DUBAI
Ring in 2016 as **New Year's Eve fireworks** spout from the Burj Khalifa, the world's tallest building. Various locations. December 31. *dubainewyearseve.com*

MINNEAPOLIS
Delacroix's Influence: The Rise of Modern Art from Cézanne to van Gogh examines the revolutionary painter's role as mentor to contemporaries and his effect on later artists. Minneapolis Institute of Art. Ends January 10. *artsmia.org*

4 TORONTO
Experience **Andy Warhol: Stars of the Silver Screen,** which uses a mix of media from the artist's career to explore his fascination with celebrity. TIFF Bell Lightbox. Ends January 24. *tiff.net*

5 NEW YORK CITY
Frank Stella, A Retrospective paints a comprehensive picture of the prominent American artist through a collection of his works. Whitney Museum of American Art. Ends February 7. *whitney.org*

6 MOSCOW
Glide across the ice in the heart of Russia's capital at the 32,300-square-foot **GUM Ice Rink,** which has room for 450 people. Red Square. Through February 29. *gum.ru*

SEATTLE
Peek into the life of martial arts master and movie star Bruce Lee at **Do You Know Bruce? Breaking Barriers.** Wing Luke Museum. Ends September 4, 2016. *wingluke.org*

SEE PAGE 66 FOR PHOTO CREDITS



"I DON'T LIKE TO SAY I HAVE GIVEN MY LIFE TO ART I PREFER TO SAY ART HAS GIVEN ME MY LIFE."

—PAINTER AND PRINTMAKER FRANK STELLA



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RAISING THE BAR IN LONDON

DELTA AND VIRGIN ATLANTIC HAVE TEAMED UP to go where no airline partnership has gone before: The O2 in London. Since 2014, the joint venture has given travelers increased route options and access to comfy lounges at airports worldwide. Now it's also giving them a place to enjoy a cocktail and small plates away from the airport. Welcome to NY-LON, the airlines' open-to-everyone lounge and bar located in the arena. (The name is a reference to the partnership's flagship New York-London route.) It's hard not to notice the aviation theme that plays throughout the 6,000-square-foot space. The lounge's dotted logo is meant to bring to mind runway lights, and an "arrivals" sign greets guests at the top of the entry stairs. There's also a large information sign behind the reception desk fashioned to look like a departures board. Bar-goers can take the jet bridge to the Turbine Lounge; its design was inspired by jet engine blades, and there's a spiral chandelier that evokes the blades' rotary movement. Or they can reserve one of the VIP Lounge's four destination-themed areas: Atlanta, London, Los Angeles or New York. When at a booth in either room, food and drinks are only a call-button push away, another wink and nod to the airline motif. Learn more at ny-lon.london



Flying Carpet
Add a little whimsy to your next off-site work session by reserving the lounge's Secret Meeting Room. The centerpiece is a flying carpet table decorated with aviation-related illustrations. Large Polaroid photos of global destinations adorn the walls.

Food & Bev
While in the lounge, try one of the unique cocktails, such as the Delta blue-hued Atlanta made with rosemary-infused gin, blueberries and black currant liqueur. Food is also available, including NY- and London-themed small plates (Brooklyn crab salad, fish pie).

Members Get More
Delta SkyMiles gold, platinum and diamond members and Virgin Atlantic Flying Club gold members get 20 percent off food at NY-LON every day. To take advantage of this discount show your membership credentials.



MEDALLION PICK

GRAND HYATT TAMPA BAY

"[This hotel] has several phenomenal restaurants including Oystercatchers which has the best brunch in Tampa, and Armani's, which is a beautiful place to watch sunsets," says Diamond Medallion member Amy Quezon of Tampa, Florida. "The *casitas* are Spanish-style villas that are separate from the hotel and are perfect for a romantic getaway."

COREY WINER; @DOSQUAREPHOTO · JW MARRIOTT

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MY YEAR IN FOOD

SKY'S GOURMET-ON-THE-GROUND NARROWS DOWN 12 MONTHS OF GLOBAL FEASTING TO 10 TOP EXPERIENCES. BY ANDREW ZIMMERN

I have a good job; it almost begs me to apologize for stumbling into it. Every year includes several planning sessions involving TV show researchers and producers, magazine editors and book agents, business managers and a smattering of lawyers. Collectively, we come up with about 200 bucket list items, sublime food experiences woven around moving stories that make for great TV and food writing. I get to eat dinner at L'Arpege in Paris or hunt down 3,000-year-old bog butter with Ireland's legendary chef Kevin Thornton or live with a lost tribe in the Amazon. Each year, we aim to dwarf the previous year's list.

Trying to narrow down that list to 10 experiences for this column is a nightmare. All of the meals that *don't* make it would be on anyone's top 10 list under any standard of gastronautical measurement. I'm privileged beyond my wildest dreams.

In trying to make the list achievable for anyone aspiring to check out these places, I immediately have to eliminate some of the greatest food moments of my year because they aren't replicable. Like sharing an *iftar* (an evening meal that ends the daily Ramadan fast) in the home of my friend Kamel on the West Bank in Jerusalem. Or eating live crayfish pulled from the waters of the Faroe Islands, crab soup in the home of some Mayas on the shores of Lake Atitlán in Guatemala, a meal of goat, camel and honey fritters with Bedouin herders in the Emirati desert and fish egg tamales in a farmhouse in Xochimilco.

I've also had some amazing experiences at markets and restaurants: wild asparagus pasta at Vila Spiza in Split, Croatia; *mi vit tiem* (crispy duck noodle soup) at Thiem Huy Mi Gia in Ho Chi Minh City; the Tlacolula Market near Oaxaca on a feast day; shellfish for 12 at Cervejaria Ramiro in Lisbon; the Zelyony Bazaar in Almaty, Kazakhstan, and the shish kebabs right around the corner. You get the idea.

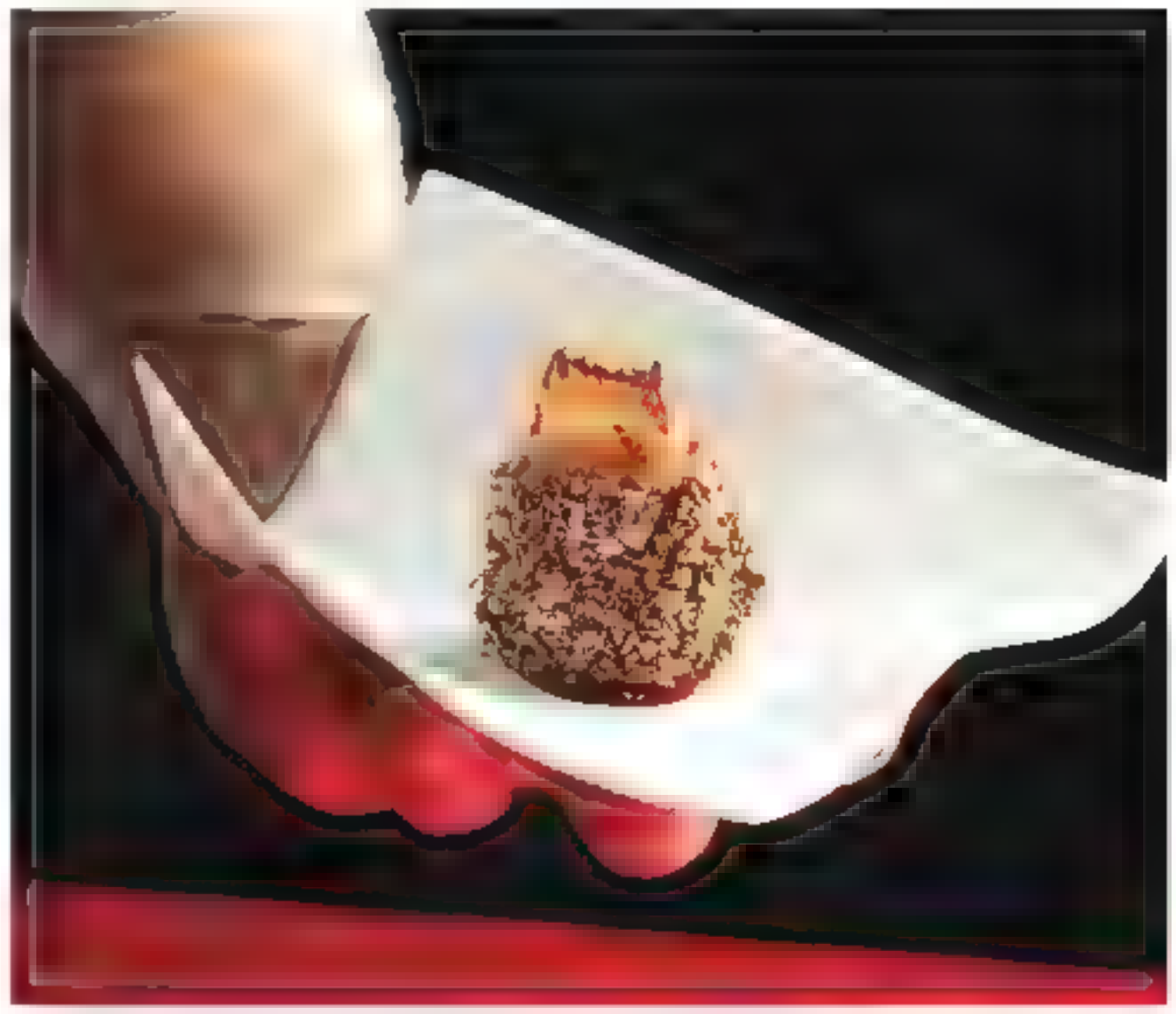
Those lists are endless, but here are my top 10 food experiences

CLOCKWISE FROM LEFT: Jan Smit of Smit-Bokkum shows off his eels; Charcuterie from Gilles Verot; Smit-Bokkum.


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BELOW A skate-wing "chop" seasoned with cumin and sesame, which was part of the Chinese: Modern menu at Next Restaurant in Chicago.



of 2015, available to anyone with the grit, the will and the means.

▶ **Smit-Bokkum (Volendam, Netherlands)** Jan Smit is a fifth generation smokehouse artisan, and his smoked wild eels are becoming scarcer every year. The fat absorbs the smoke, and eating them warm from the oven may have been my best bite of food this year. There's also his *nieuwe haring* ("new herring") dipped in brine, boned and eaten whole; there's nothing else like it for any seafood lover

▶ **Gilles Verot (Paris)** Verot sells the best charcuterie on the planet Go to his first shop on rue Notre-Dame des Champs, buy everything you can carry, grab a baguette at a nearby bakery and head back to your hotel room. The duck liver and prune terrine alone is worth the flight.

▶ **Taipei** This city is a miracle, historically and culturally. Walking the streets in and around Ximending, you fall easily into the street scene of the young people who call this part of town their own. The street food is cheap and filling. My biggest find was the superbly engineered "sausage in sausage," a fermented pork sausage grilled and served in a "bun" of sticky rice and topped with fermented chilies and cabbage

▶ **Rieker's Prime Meats (Philadelphia)** Marcus Rieker runs this second-generation butcher shop and deli in the Fox Chase area and makes hundreds of items from scratch. It's Old World, honest and authentic. In most places, that doesn't always guarantee perfect-tasting food—except here. His *hausmacher* ("homemade") wursts, sausages, bacon and hams are all simply without peer—and I dream of his veal loaf every day.

▶ **Il Norcino Bernabei (Marino, Italy)** If you want to truly understand Roman cuisine, you have to check out

"IF YOU WANT TO TRULY UNDERSTAND ROMAN CUISINE, YOU HAVE TO CHECK OUT THE PORCHETTA AT IL NORCINO BERNABEI"

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BELOW **Smoked salmon from Ireland's Frank Hederman.**



the porchetta at Il Norcino Bernabei. Vitaliano Bernabei is a craftsman without peer. Want the best *salumi* in the world? Visit him in his shop on Corso Vittoria Colonna and try the porchetta. Then get back to me.

▶ **Machane Yehuda Market (Jerusalem)** Have lunch at Ishtabach, where my pal Oren Sasson-Levi calls on his family's Kurdish roots to create burnt meat hand pies in a wood-burning oven and serves them with a spicy mango pickle that will curl your toes. Then have dinner at Morris, a restaurant built in the aisles of the markets' butcher shops after they close. Expect simple grilled meats and classic Israeli sauces tinged with all the local ethnic influences, from Morocco to Eastern Europe. If you love mixed grills, this is your Mount Olympus.

▶ **Gregory Marchand (Paris)** Chef Marchand has created a small empire of businesses on the once-unfashionable rue du Nil. No one does chicken like the French; their breeds are many, their usages varied. At Marchand's restaurant Frenchie, get the farmhouse-style roast chicken served with natural jus and a seasonal side, and tell me it isn't a bite of something otherworldly—I dare you.

▶ **Frank Hederman (Belvelly, Ireland)** Hederman makes the world's finest smoked fish and sells it at the market in Cork. One day, he took me out fishing for wild salmon; we smoked a handful and ate one. We also ate smoked mackerel on his wife's homemade brown bread in his backyard. His beech wood smoker is 30 years old, and Hederman thinks it's only *now* working well, that he's just *beginning* to "get it." Yet he's the man whose salmon was served at the state banquet for the queen of England's 80th birthday. Humble guy.

"NO ONE DOES CHICKEN LIKE THE FRENCH, THEIR BREEDS ARE MANY, THEIR USAGES VARIED."

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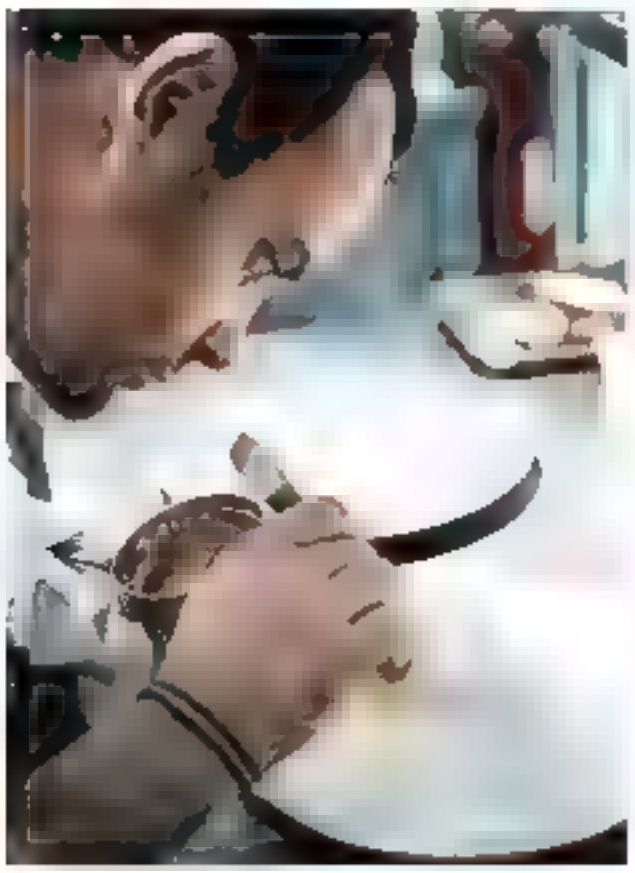
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BELOW: Gregory Marchand, chef/owner of Frenchie in Paris.



▶ **Next Restaurant (Chicago)** This is one of my favorite places to eat in the U.S. The job of reinventing the restaurant three times a year falls on the broad shoulders of chef Dave Beran. Last year, he debuted a Chinese menu and was insistent I come to check it out. I showed up with two pals, and we were treated to dinner in the kitchen, where I had what was the best Chinese meal of my year. The cold-and-sour soup that created itself using ingredients from my table's centerpiece, the salty and crispy chili-glossed quail . . . I could go on and on. Superb.

▶ **Mexico City** This is one of the greatest street food cities. Street food is the basis for the best Mexican cuisine, which pulls from all of the country's regions and from its layered history. Of course, there are neighborhood specialties, too. I like Tepito, a proud and rough neighborhood that offers some of the best food I've eaten in a long time. From the *migas* ("pork stew") with its big cracked ham bone to the *chicharrón* and chicken feet vendors to the incredible chorizo and moles—this is one experience you won't want to miss.

For more from chef, author and teacher Andrew Zimmern, host of Bizarre Foods *on the Travel Channel, go to andrewzimmern.com.*

PUZZLE ANSWERS

Easy KENKEN

2	1	3	4
3	2	4	1
4	3	1	2
1	4	2	3

Hard KENKEN

3	5	4	6	2	1
5	6	2	4	1	3
4	2	5	1	3	6
2	1	6	3	4	5
6	3	1	2	5	4
1	4	3	5	6	2

Easy Sudoku

6	7	1	8	9	4	2	3	5
9	8	3	5	2	6	4	7	1
2	4	5	3	7	1	9	8	6
1	6	2	7	8	9	5	4	3
8	9	4	1	5	3	6	2	7
5	3	7	4	6	2	1	9	8
4	1	6	2	3	7	8	5	9
7	2	8	9	1	5	3	6	4
3	5	9	6	4	8	7	1	2

Hard Sudoku

5	7	9	4	2	3	8	1	6
1	2	6	9	5	8	3	4	7
4	8	3	6	7	1	2	5	9
8	1	7	2	9	5	6	3	4
3	6	4	1	8	7	5	9	2
2	9	5	3	6	4	7	8	1
6	5	2	8	4	9	1	7	3
7	4	1	5	3	2	9	6	8
9	3	8	7	1	6	4	2	5







FERRAN ADRIÀ GETS SNACKY

HOW CAN DOM PÉRIGNON, ONE OF THE MOST ICONIC BRANDS IN THE WORLD, KEEP ITSELF FRESH? BY GOING OUT ON A MIMETIC LIMB.

BY DARA MOSKOWITZ GRUNDAHL

When the email chimed in asking if I wanted to fly to Barcelona in 36 hours to eat mimetic peanuts and drink Dom Pérignon, I scoffed: Leave the day after tomorrow? No, don't be absurd. I had family pottery class that night! Then I remembered a few things: Mimetic peanuts are not regular peanuts. Mimetic means to mime, or mimic—so if you put a Mr. Peanut hat on your dog, he might be a mimetic peanut, but mimetic peanuts also are one of the signature dishes of the Spanish chef Ferran Adrià, and I'd read about them. I'd read a lot about them. ¶ Anyone who has closely followed food since 2000 has heard about these peanuts: They turn to an oil in your mouth or transform your notion of life on Earth or something. No one ever knows how to describe Adrià's food: Some have called it molecular gastronomy, others deconstructivist cuisine. If you noticed all the fancy restaurant food turning into spheres and gels and vapors this century, it's because of Adrià. His restaurant, elBulli, was named the best in the world five times between 2002 and 2009, before he shut it down in 2011 with plans of opening a creativity

Food prepared by Ferran Adrià for the "This is not a dinner" experience at the elBulli Foundation in Barcelona. The April event celebrated the unique partnership between Adrià and Dom Pérignon.

CAR DOSSO JRNO GETTY MAGES FOR DOM PÉRIGNON M CHAE HENGR Y

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center and museum. He says he did this because the restaurant, with its rabid fan base and years-long waitlist, was no longer avant-garde enough.

So Adrià started to compile a thing called Bullipedia, which will be like Wikipedia, to transform and define the knowledge of all food. He installed a few dozen smart young people in a loft in Barcelona and set them to typing madly and adhering things to bulletin boards. Like, are tomatoes plants or molecules or flavors or moments in summer? (Go to hackingbullipedia.org to not find out.) When Adrià closed elBulli, he stopped making mimetic peanuts, so I never got to eat one. Unless you're one of a few thousand people, you never did, either.

Until now! Adrià is coming back to make mimetic peanuts (and more) to pair with the 2005 Dom Pérignon, because Richard Geoffroy, the Dom Perignon *chef de cave*—the very head of the vaunted brand since 1990—asked him to.

Of course I flew to Barcelona, because I wanted to taste mimetic peanuts. I also needed to find out why it was in Dom Pérignon's best interest to do something so artsy and capricious and grand?

The history of Dom Pérignon, the brand, has been nothing if not calculated. Champagne, France, is a tough, cold place to grow wine. To compensate, the savvy winemakers typically blend all their years together to make a "nonvintage" house style of wine. So, for instance, they'll take one very cold year's acidic wine and blend it with one hot year's fat sweet wine and another year's too-rainy thin wine and come up with a house-style wine that is just right.

Other wine regions—say Bordeaux or Napa Valley—market a particular year, but Champagne producers market their own skill. Except (!) in years when the winemakers declare a particular magic, a particular perfection in the weather and "declare a vintage," and that vintage wine commands a much higher price.

The British publicist Lawrence Venn had an idea in 1921 for a Champagne that would only and always get that higher "vintage" price—which is how Dom Pérignon was born. And it has worked hard to remain at the top of the heap—even when Champagne snobs have had their doubts. While most Champagne houses declare a vintage only two or three times a decade, Dom Perignon declared a vintage 10 times between 1995 and 2006. The company prefers not to say how much Champagne it produces each year, but wine magazine *Decanter* has reported that it's about 5 million bottles a year. If that's even close, at about $175 a bottle—the brand knows what it's doing.

When I arrived in Barcelona the next evening, a Porsche waited for me. I was whisked to Adrià's think tank/space and stood before him drinking some terrifically crisp Dom Pérignon while kind of understanding a few nuggets of what he had

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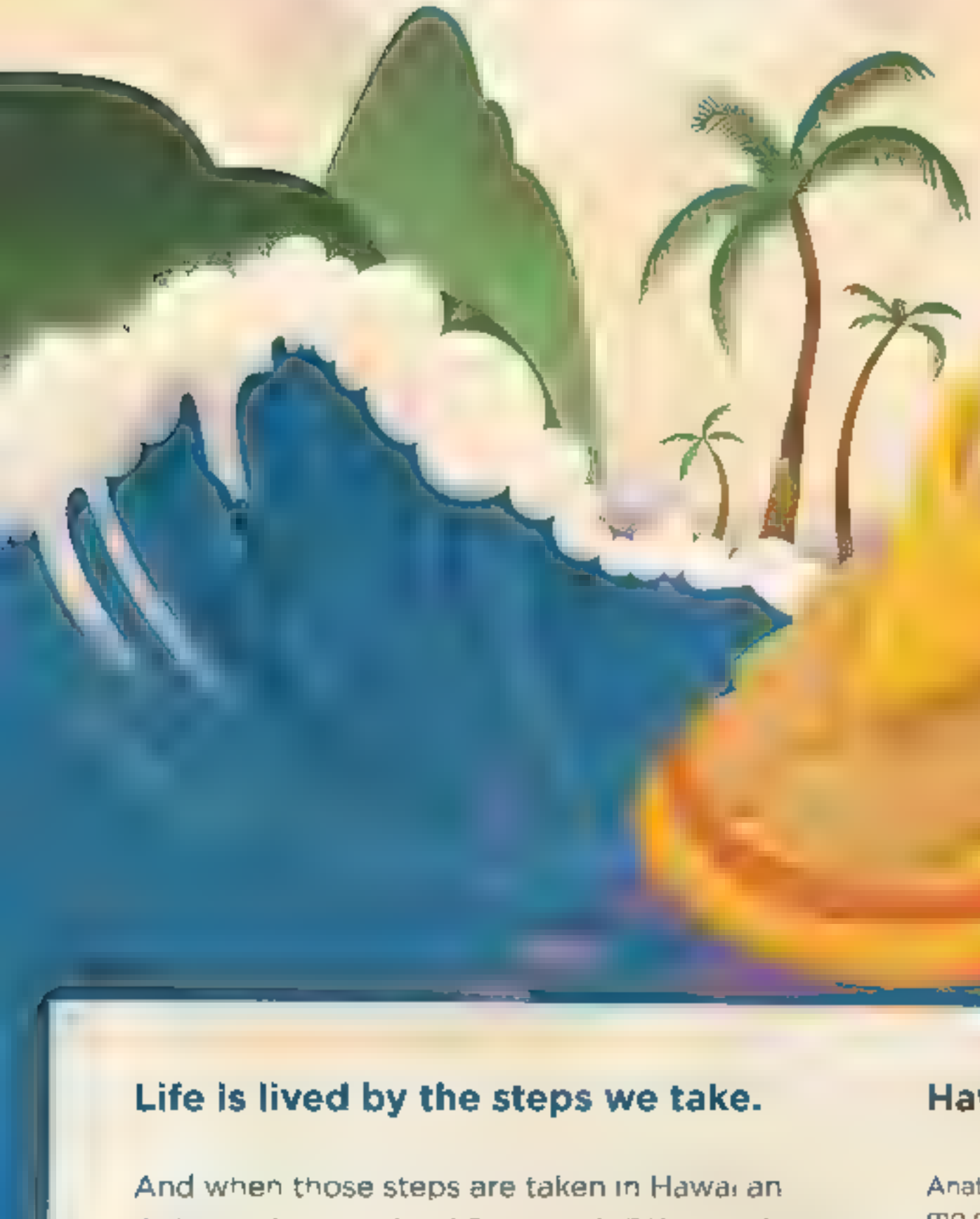
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translated: "The motto for elBulli lab is: Eating knowledge for feeding creativity," "Freedom is creativity, and creativity is freedom! [hand-clap!]."

Later, two dozen journalists, mainly women, are whisked to a former factory on the outskirts of town, divided into groups (I was in "Harmony") and given bread sticks. It feels like an ominous early scene from *Eyes Wide Shut*, but with more bread sticks.

Shrouded in darkness, we are each led to our own individual pedestal upon which stands a bottle of Champagne. Euro house music pulses through the dark. Once everyone is situated, wavy paper art things descend from the ceiling, encasing us each in a sort of *Get Smart* cone of silence, except artsier. Now we can really taste our Champagne with focus! That 2005 Dom Pérignon is as crisp as a stiletto blade made of lace tatted from calcium and lemon rind. Pure as the sparkle off a really big diamond. Good stuff. The paper cones rise. To the mimetic peanuts!

I thought they were going to taste like an oil, but they taste more like dessert, a micron-thin sugar-sweet crust holding a peanut fluff. Then come many other courses, including something that looks like fairy food covered with dozens of minute flowers and oysters with walnuts and little bits of black seaweed. The great part? This menu, now called Ferran Adrià's Luxury SNAACKS for Dom Perignon, is available to anyone who cares to repeat the experience in early 2016 at Spring Restaurant in London and Chef's Club in New York City.

The next morning, I quiz Richard Geoffroy about why Dom Pérignon is pairing up with an inscrutable genius to bring his mad scientist food back to life. "I am a competitor," explains Geoffroy. "Every year, I come before you," he gestures to the writers, "and you put words on wine. You say: 'It is the house style, it is this style, it is that style, it is stylish.' But this year, Dom Pérignon, what if we decided to give up the word *style* as too constraining? What if we want to be the word *singularity*, or *creativity* or the true spirit of things? The wine doesn't change. Every year we hear: 'It is a lush velvety envelope, but underneath persistent, insistent, precise.' Well, yes. Always yes. . . . But what if it is so strong, so sleek, so stiff and constrained we become forgotten? That is my job as well, to free the brand from its own past. The wine will never change. But the brand must take risks."

I think about this all the way home. It will, of course, give others in London and New York City the chance to try a few Ferran Adrià dishes, these SNAACKS. Maybe you're like me, and your first thought on hearing that mimetic peanuts are available is to think: "No! That's not normal, I am staying home." But maybe weird peanuts are the sort of risk that makes the rest of life stronger. I returned to my pinch pots stronger for the risks—which go very well with elegant Champagne.

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ROBIN HOOD ON A SURFBOARD

EDGAR RAMIREZ IS BRINGING BODHI BACK TO THE SCREEN IN THE REMAKE OF CULT CLASSIC *POINT BREAK.* BY STEVE MARSH

You remember *Point Break*, right? Classic surfer-bank robber movie? The first time you see Patrick Swayze as Bodhi, he's backlit by the sun, blond dye job slicing through the waves, making it look easy. Johnny Utah, played by Keanu Reeves in full dumb-jock glory, is watching, too, standing there slack-jawed in the LA sand. Utah's surfing coach, played by Lori Petty, turns to him: "That's Bodhi.

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LEFT: Jennifer Lawrence, Robert De Niro and Edgar Ramirez in the upcoming movie *Joy*. BELOW: Ramirez in *Point Break*.

They call him the Bodhisattva. He's a modern savage. He's a real searcher."

That scene was pretty dope back in 1991. Yes, it was a little dopey, too—hitting you over the head with the radical Buddha stuff. But Bodhi and his rubber masked crew of bank robbing surfers exuded so much anarcho-Zen cool that you were as seduced as Johnny Utah. When Swayze died of cancer in 2009, *Point Break* gained a sort of gravitas. And then its director, Kathryn Bigelow, won an Oscar in 2010 for *The Hurt Locker*, about a different sort of adrenaline junkie. Suddenly *Point Break* seemed less like a surfer bank robber movie and more like a seminal work from an important artist.

This month, the movie's remake hits theaters, this time with the dashing Venezuelan actor Edgar Ramirez playing Bodhi—which feels a little like recasting Yoda. Did *Point Break* even play in Venezuelan theaters back when he was a kid?

The actor has a deep, Bodhi-like answer: "Movies are physical," he says with his slight Venezuelan accent. "You can see them and they stay the same and you can watch them over and over again and they become iconic, right? In theater, you can have actors and companies play amazing plays for 500 years and they're always great because it's about recreating the essence of what the author wanted to say, capturing the spirit and adapting it to the new era, to the urgencies of every new moment."

Whoa.

"So I understand why we're so territorial with movies," he says. "Because it's something that's been given to us. It opens up the possibility of fetishism, you know? But when a movie has a strong essence and a strong spirit, it has the possibility to be adapted to a new era. I mean, 25 years ago the world was a very different place."

Not that Ramirez denies the iconography of the original *Point Break*: He still asked for Kathryn Bigelow's blessing. In 2012, Ramirez played a CIA operative in *Zero Dark Thirty*, Bigelow's movie about SEAL Team Six and the hunt for Osama bin Laden.

"Yeah, I called Kathryn and I asked her," he says. "And she couldn't be more enthusiastic about it. She said, 'Oh, my god, you'll be great as Bodhi. I'm so happy for you.'" He remembers thinking, "I got mother's blessing" as he hung up the phone before calling his agent and saying yes.

Ramirez has established a penchant for playing spies, hard men and asymmetrical agents in everything from *Zero Dark Thirty* to *Vantage Point* to *Che* to *The Bourne Ultimatum*. Perhaps his best role to date was in *Carlos*, in which he plays Carlos the Jackal, the notorious Venezuelan Marxist terrorist who was at large for 20 years until his arrest in 1994.

Acting was not always in Ramirez's blood. Growing up, he wanted to go into politics. His father was a military attache with the Venezuelan army, and their family moved around a lot. He was energized by the idea of working in his father's arena.

"I had a deep fascination with human nature," Ramirez says. He studied international relations and volunteered for Dale al Voto, Venezuela's Rock the Vote-style organization. He actually passed on his first major acting role (*Amores Perros* in 2000) because he was involved in a Model UN assembly. But when *Amores Perros* was lauded at Cannes that year, Ramirez reconsidered. He left his studies and NGO work to act in a small Venezuelan movie, *Punto y Raya*, and never looked back. "I think now I'm just exploring human nature in a more poetic way," he says.

This is a big month for Ramirez: He's also starring opposite Jennifer Lawrence and Robert De Niro in *Joy*, though he says director David O. Russell has put the plot on lockdown: "There's very little I can tell you about *Joy*, because otherwise

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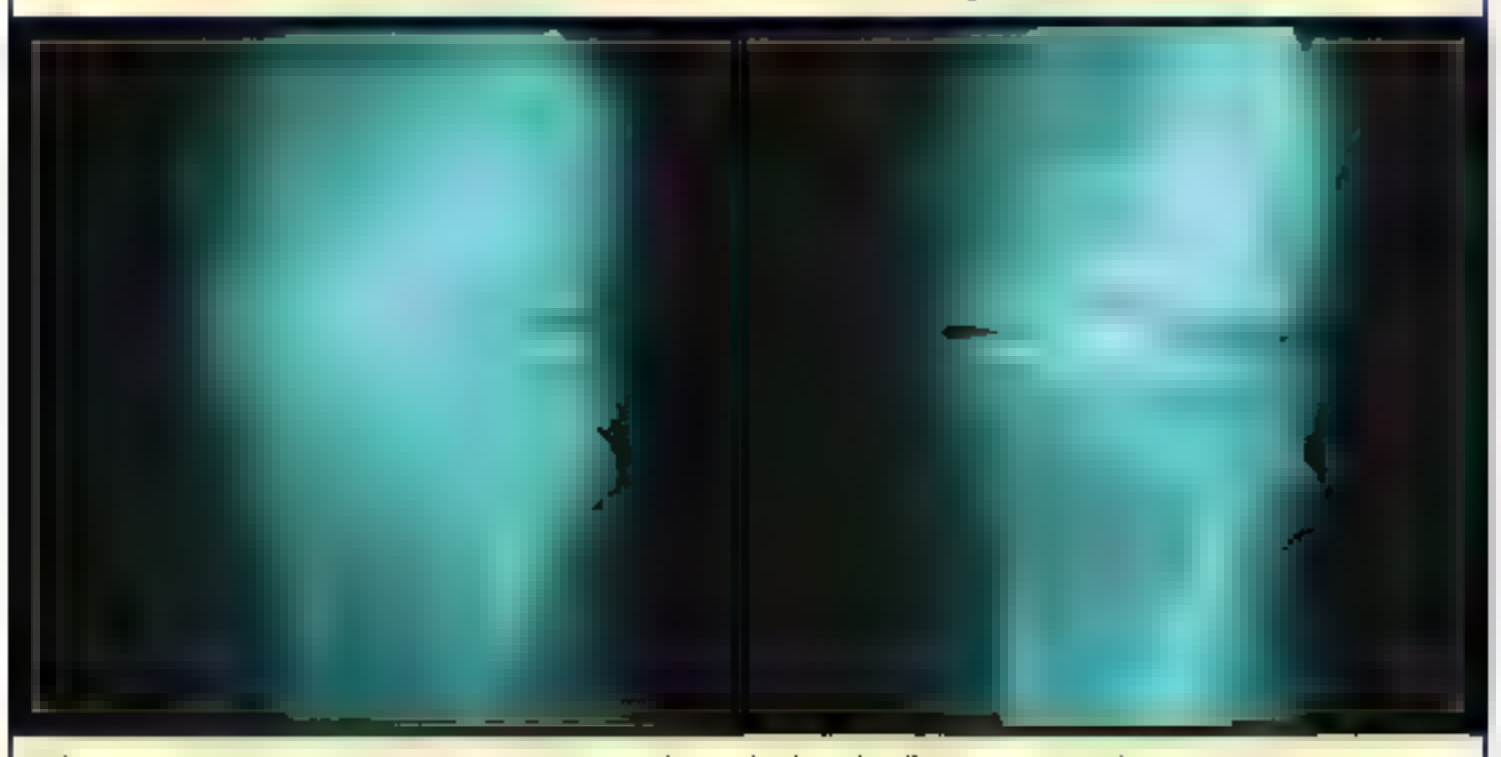
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ABC/Adam Taylor (1); Richard Foreman, Jr./Twentieth Century Fox Film Corporation (2); Linda Kallerus/Entertainment in Motion (3); John P. Fleenor/FOX (4); Jaimie Trueblood/Universal Pictures (5); Terry Stelmar International (6); Fuse (7); Twentieth Century Fox Film Corporation (8); Lionsgate (9); Peter Kramer/USA Network/NBCUniversal (10); FremantleMedia (11); Skip Bolen/CBS Broadcasting (12).

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Warner Bros.; The Man from U.N.C.L.E.; Mike & Molly; Julie Gautier/Adrenalpe Media (1); Twentieth Century Fox (2, 4); Terry Stelmar International (3); Disney/Marvel (Marvel's Guardians of the Galaxy); ©2015 Showtime Networks Inc. All rights reserved. SHOWTIME is a registered trademark of Showtime Networks Inc., a CBS Company. House of Lies © Showtime Networks Inc. All Rights Reserved. ©2015 Home Box Office, Inc. All rights reserved. HBO® and all related programs are the property of Home Box Office, Inc.; ABC/Daniel Liam (Galavant); ABC (The Goldbergs); Bloomberg (Inside Series); Herbert Gehr/Time Life Pictures/Getty Images (Discovering Frank Sinatra).

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David will kill me." We do know that his role is that of Lawrence's philandering husband and that her father is played by De Niro—who is also starring opposite Ramirez in the 2016 movie *Hands of Stone* about Panamanian boxer Roberto Duran. "Imagine having a raging bull in your corner," he says.

Ramirez is still interested in politics, in both its capacity to improve society and as an instrument of power. "I don't believe in heroes or antiheroes," he says. "I think those are stereotypes and caricatures too cartoonish to be believable." He doesn't believe in playing good guys and bad guys, either. "I remember Jacques Verges, he was Carlos' French lawyer. There's an amazing documentary on him, *Terror's Advocate*, in which he says, 'Deep inside the heart of the most evil person there's a meadow with a beautiful spring day, and at the bottom of the heart of the kindest person there could be a nest of venomous vipers biting at each other.' That is a great metaphor to describe the expanse of human nature."

Ramirez thinks the time is right for a *Point Break* redux, because it's a story about surfers who are more interested in rescuing the human spirit than funding their endless summer by robbing banks. Bodhi's new gang is less hedonistic, more focused on ecological justice and extreme sports beyond just surfing. I ask him if his Bodhi is a terrorist.

"Well, that's an interesting question!" he says. "And it will be for you to answer when you see the movie. Bodhi is still looking for the endless summer. They want to celebrate the human spirit. . . . They believe the Earth is suffering and they want to do something about it."

So he is a freedom fighter?

"Yes, exactly! They're not only rebelling against the system, they want to take it down. But he is a more militant Bodhi—more like a monk than just an adrenaline seeker."

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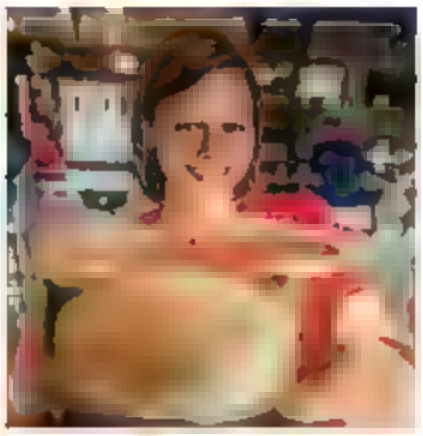
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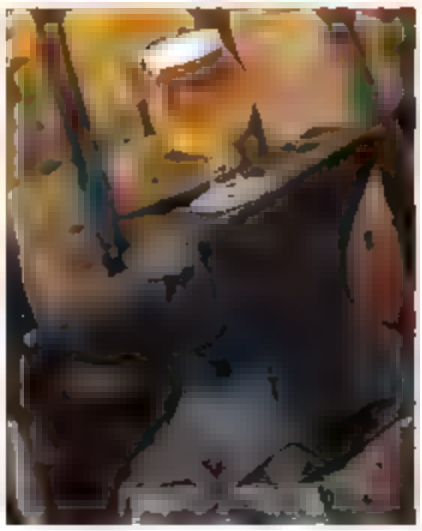
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On the Beer Trail in Traverse City, Michigan







The Workshop Brewing Company, Rare Bird brewer and co-owner, Tina Schuett



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"Top 7 Beer Destinations in North America"
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The locals in Traverse City are no strangers to having visitors come to stay in their small town, with over 3 million visitors a year selecting this Great Lakes destination for a trip. They have come for the beach, outdoors, culinary excursions, the arts, downtown shopping and wineries.

In recent years, there are a growing number of visitors who come to enjoy the local microbreweries, which number 18 and counting. Beer tourism is growing. "They travel here for the entire destination and specifically for the craft breweries," says the President of Traverse City Tourism, Brad Van Dommelen.



On a recent tour, I found an eclectic mix of tap rooms, microbreweries and restaurants serving local beers. **Brewery Terra Firma** offers an atmosphere of "Little Italy" with a 10 acre farm to grow their own hops. **The Filling Station** has repurposed an 1880's train depot into a microbrewery that makes the best flatbread pizza I've ever had.

All of the beers at **Workshop Brewing Company** are named after tools, such as *10 lb. Sledge IPA*. "I wanted to make beer because it is honest work by human hands," says owner Pete Kirkwood.

Rare Bird serves hand-crafted offerings like *Rye Don't You Make Me? IPA*. Take a beer making tour then top off a growler at **Right Brain.**

While visiting wineries on Old Mission Peninsula I discovered **Jolly Pumpkin Restaurant and Brewery** on the waterfront, one of the many standouts in Traverse City that have built the area's reputation as a great foodie town.

The craft brewers who I met believe in creating an authentic local experience. Many of them are moving ahead to make craft beer with locally sourced hops. This is an advantage of being located in a vibrant agricultural region.

The wine and culinary scene in Traverse City has already gained national notoriety. The craft beer movement is adding a new tasting experience that fits well into the casual and comfortable vibe of the area.

—*Dan Weldy*, On the Beer Trail

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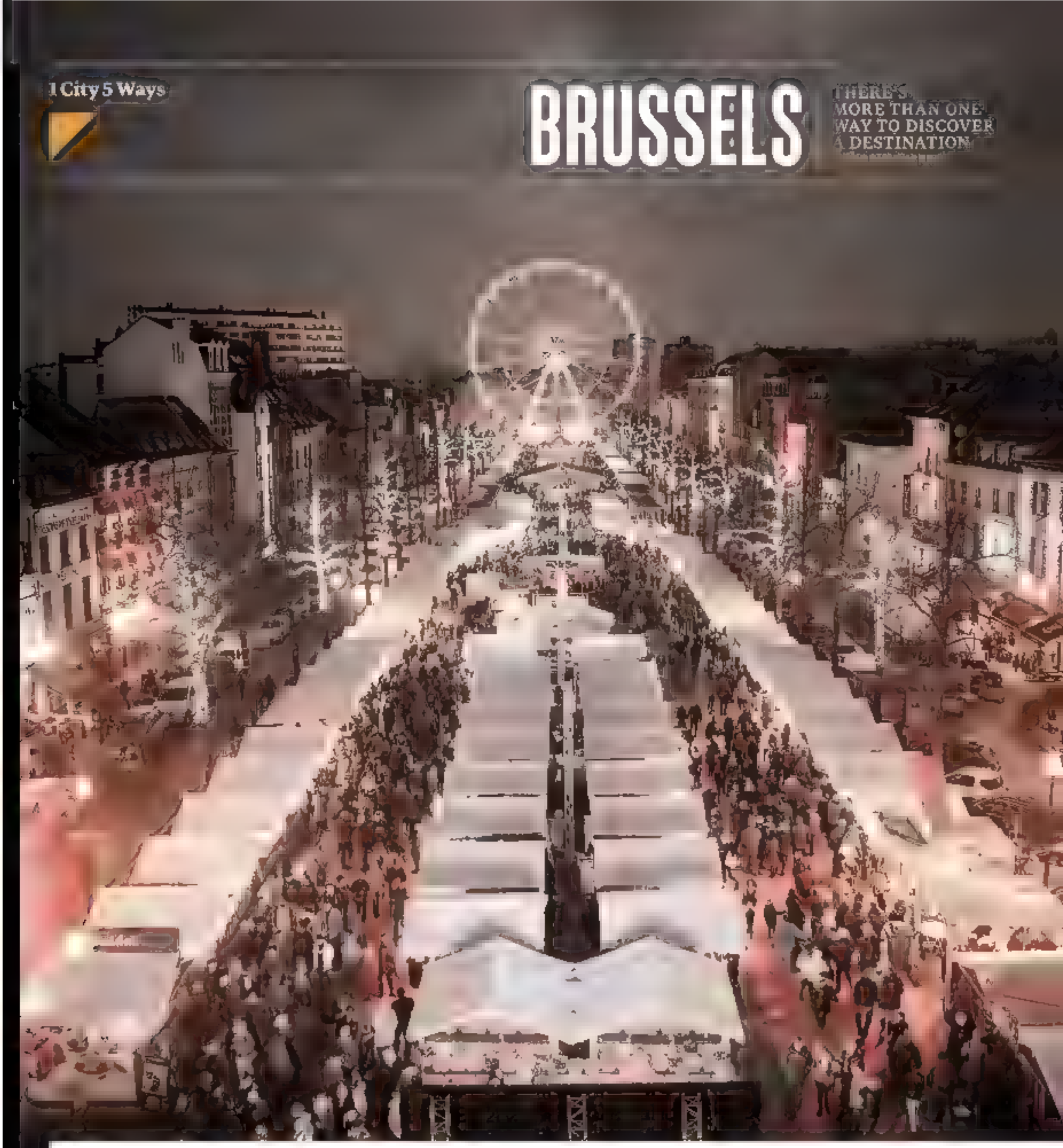


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BRUSSELS GETS A BUM RAP AS BORING, but that couldn't be further from the truth. The streets are dotted with whimsical comic strip murals and stunning art nouveau buildings. A stellar culinary scene includes the world's best beer, chocolate, fries and waffles, as well as one of the largest numbers of Michelin-starred restaurants in Europe. From the majestic Grand Place to the kitsch statue of a little boy peeing, the sights of Brussels are compelling, diverse and sometimes a little weird. From late November to early January, the Grand Place comes alive thanks to a Christmas market with quaint chalets selling holiday gifts and delicacies, a Ferris wheel and a magical light and sound show.

PHOTOGRAPHY BY EZEQUIEL SCAGNETTI

BRUSSELS

ARTS AFICIONADO



WHERE TO STAY The Dominican
With soaring arches and Gregorian chants in the elevator, this contemporary hotel evokes the tranquility of the 15th-century abbey that once stood here. Don't miss the murals of paintings by onetime resident Jacques-Louis David. *thedominican.be*

MORNING The Magritte Museum
This museum has a collection of more than 200 pieces, including advertising work René Magritte did during World War II to make ends meet. Paintings, letters and photographs provide insight into the surrealist artist's life and influences. *fine-arts-museum.be*



HIPSTER

Pantone Hotel
Guests at this color-themed hotel choose their rooms at reception based on their mood White rooms are decorated with Pantone-hued photographs, textiles and toiletries. Public spaces, including the rooftop terrace, are a riot of color. *pantonehotel.com*



Brussels Greeters
This free service pairs travelers with local volunteers who are passionate about their city Spend a few hours on a tour and they'll show you some of their favorite restaurants, cafés, music stores, boutiques, bars and other hangouts. *brusselsgreeters.be*

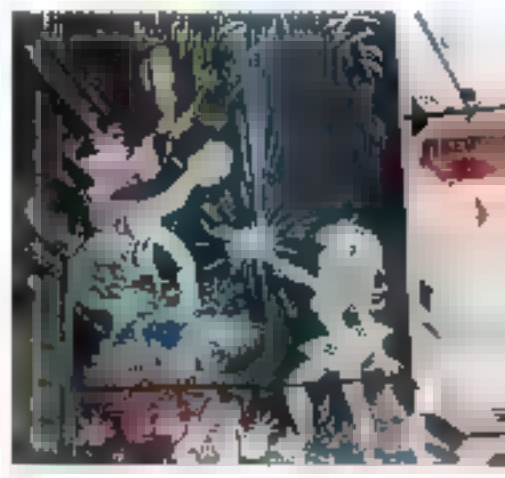


WITH THE FAMILY

Hotel Amigo
This hotel pairs elegant décor with whimsical images of Hergé's Tin Tin. The hotel's kid-friendly amenities range from free baby meals to itineraries for teens *roccofortehotels.com*



Manneken Pis
Less than 22 inches tall, this 17th-century statue of a little boy peeing in a fountain is an unlikely Brussels icon. He's often dressed in costumes, more than 940 of which are at the Museum of Brussels *visitbrussels.be*



HISTORY BUFF



Hôtel Le Dixseptième
This 17th-century house with a private inner garden was once home to the Spanish ambassador. Today it's a serene, sophisticated oasis filled with antiques and crystal chandeliers. A recent addition lends a contemporary option. *ledixseptieme.be*



The Musical Instrument Museum
This museum is revered for its collection of musical instruments (some of which were given to Leopold II) and for its art deco architecture. The restaurant offers panoramic views of the city. *mim.be*

FOODIE

The Steigenberger Wiltcher's
This modern hotel has large rooms and a prime location on Brussels' top shopping street In the hotel's inner court are kitchen outfitter Home of Cooking and a Pierre Marcolini chocolate boutique Behind it, Mig's World Wines sells Belgian and international wines. *wiltchers.com*



Chocolate Workshop
Laurent Gerbaud leads tastings and DIY workshops in a studio next to his shop. He also recommends chocolate and local beer pairings. *chocolats-gerbaud.be*





LUNCH

La Fleur en Papier Doré

The walls of this ancient café where Magritte is said to have sold his first painting are lined with thousands of artifacts and photos, including one of the artist and his fellow surrealists. It serves traditional Belgian fare. *lafleurenpapierdore.be*

AFTERNOON

Art Nouveau Tour

To appreciate Brussels' art nouveau treasures, take a three-hour bus tour with a local guide from Le Bus Bavard. The Horta Museum is filled with architect Victor Horta's graceful mosaics, stained glass and wall decorations. *www.busbavard.be*



DINNER

La Quincaillerie

This atmospheric restaurant in a former hardware store features an abundant seafood bar that's one of the city's best piled with oysters and other crustaceans. *quincaillerie.be*

LUNCH **Pin Pon**

Housed in an old glass-roofed fire station with views of the Place du Jeu de Balles, Pin Pon serves modern comfort food, including crispy fries with a choice of sauces. The unfiltered pilsner is made exclusively for the restaurant.

DINNER **Gramm**

Japanese-Breton chef Erwan Kenzo Nakata's menu of six small courses changes daily at this minimalist bistro. Pair his fresh, seasonal dishes with organic wines. *grammrestaurant.be*



NIGHTLIFE

Madame Moustache

This bar/club right behind Place Ste. Catherine is open from 8 p.m. until 4 a.m. and attracts Brussels' young creatives. It's a casual scene, and you can join the dancing without buying anything from the bar. *madamemoustache.be*



MIDMORNING

The Comic Strip Walk

Forgo the Belgian Comic Strip Center (great for adults but not designed for kids), and take a Bus Bavard tour of Brussels' many comic murals starring, among others, Tin Tin. *www.busbavard.be*



AFTERNOON

Atomium and Mini-Europe

Built for the 1958 World's Fair, the 334-foot-high Atomium was designed to resemble an iron crystal magnified 165 billion times. Nearby, Mini-Europe has models of 350 European monuments. *atomium.be, minieurope.com*



DINNER

Chez Léon

This classic spot for mussels and French fries (which should rightly be called Belgian fries) has been delighting locals and travelers since 1893. Kids under 12 eat free when accompanied by a relative. *chezleon.be*



LUNCH

Brasserie de l'Ommegang

The best restaurant on the Grand Place is also where Karl Marx and Frederich Engels wrote *Das Kapital*. Marx also celebrated New Year's Eve here in 1847—and his photograph hangs in the dining room. *brasseriedelommegang.be*



AFTERNOON **Cantillon Brewery**

Lambic beer is produced by inoculating wort with wild yeasts found only in Brussels. Cantillon, one of the few lambic producers, still uses 19th-century copper containers and wooden barrels to make its unique sour beer. *cantillon.be*

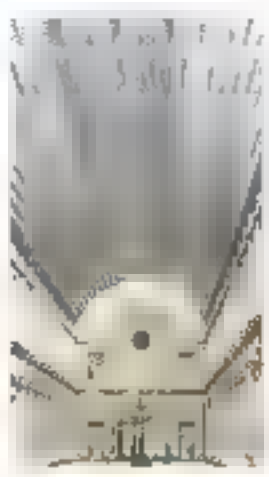
DINNER **Aux Armes de Bruxelles**

Open since 1921, this brasserie was the first to get daily mussel deliveries and started serving them in pots and "escargot-style" in garlic butter. King Leopold III dined here once a month. *auxarmesdebruxelles.com*

LUNCH

WY

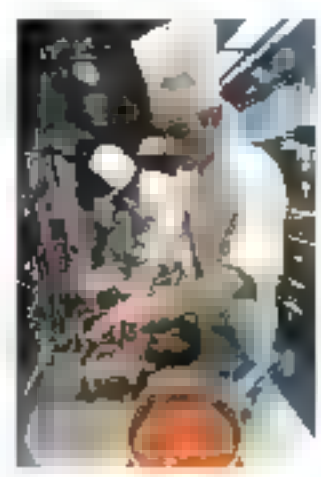
A Michelin-starred gem in a Mercedes-Benz showroom, WY serves Belgian dishes accented with Indonesian spices. The menu changes every two weeks, but expect out-of-the-box dishes. *mercedeshouse.be*



AFTERNOON

Les Galeries Royales Saint-Hubert

This glass-roofed arcade, built in 1847, was one of Europe's first shopping malls. It's lined with luxury shops, chocolate boutiques, theaters and bookshops. Cozy bistro Arcadi is a local favorite for quiche and homemade cakes. *grsh.be*



DINNER

Comme Chez Soi

With two Michelin stars, this ultimate restaurant is Brussels' top spot for haute cuisine. Try the lobster salad with black truffles or sole with a riesling mousseline. *commechezsoi.be*

SEE PAGE 68 FOR PHOTO CREDITS

Björn, Erik and Pete Nordstrom photographed at the grand opening of the Vancouver store this fall.

THE NORDSTROM TOUCH

HOW RETAIL'S HUMBLEST DYNASTY—LED BY BLAKE, ERIK AND PETE NORDSTROM—IS SEIZING THE FUTURE OF SHOPPING.

by ALLISON KAPLAN
PHOTOGRAPH *by* JOSÉ MANDOJANA

EMPLOYEES CALL THE 82-YEAR-OLD retail veteran "Mr. Bruce," partly because "Mr. Nordstrom" isn't specific enough. There are a lot of Mr. Nordstroms at corporate headquarters above the flagship store in downtown Seattle. Chief among them are Bruce Nordstrom's three sons, Blake, Pete and Erik, who are the fourth generation to run the family's 114-year-old retail dynasty.

Bruce Nordstrom retired nine years ago, but still he shows up every day, walking to work and frequently lunching at Nordstrom's new cocktail lounge, Habitant, where he enjoys an Arnold Palmer and a smoked salmon crostini. Shortly after lunchtime on a Monday in October, Bruce—wearing a plaid button-down, khakis and a broad smile—stopped by Blake's office and handed his eldest son a black MAC cosmetics bag filled with homemade chocolate chip cookies, a belated birthday treat for the 55-year-old.

"Our dad is the best deal we have at Nordstrom—we don't pay him," Blake jokes (Bruce Nordstrom's personal net worth is estimated at $1.6 billion). "He's our chief cheerleader and head scorekeeper. He never says 'You made a mistake.' That's how his dad and great uncles were. We're fortunate to be the recipients of great examples."

Heritage runs deep at Nordstrom—which is part of the retailer's appeal in markets across America that have been stripped of their "family" department stores: Jordan Marsh in Boston, Kaufmann's in Pittsburgh, Hudson's in Detroit, Marshall Field's in Chicago. Most of the family-run stores that anchored Main Streets and malls have been purchased by a small handful of department store companies.

Exceptional service and selection were pillars of Nordstrom from the very first shoe store John W. Nordstrom opened in Seattle in 1901. A Swedish immigrant, he struck gold in Alaska and then settled into retail. The company consisted of just two shoe stores when John's sons took over, and they went on to build Nordstrom into the largest shoe store in the country—and then a full-fledged specialty apparel store. Bruce's generation made the Pacific Northwest chain into the $13 billion national player it is today. And his sons have aggressive expansion plans over the next five years, with an expectation to hit $20 billion in sales by 2020.

Nordstrom's feat is staying true to its roots while innovating to stay relevant. Recently that has included high-profile partnerships with popular millennial brands such as Topshop and Madewell, upgrades to its e-commerce site and online acquisitions, including the virtual styling/fashion delivery service Trunk Club.

Nordstrom is in the midst of a major push into Canada, where other American retailers (Target Corp., for one) have failed in epic fashion. Nordstrom now operates stores in Calgary, Ottawa and Vancouver, and it will open three more in Toronto over the next two years. Meanwhile,



the company is remodeling three flagship stores: in San Francisco, on Chicago's Michigan Avenue and at headquarters in Seattle, with the goal of making them tourist destinations.

And bolstering its case that you can be all things to all shoppers, Nordstrom Inc. will nearly double the number of Nordstrom Rack outlet stores around the country in the next five years, from 188 to 300. That's in addition to last year's launch of nordstromrack.com.

But perhaps the most daunting expansion project is Nordstrom's first store in Manhattan. After a quarter-century search for the right location, Nordstrom will open on West 57th Street in 2018. For a company still harboring a bit of an underdog mentality—the little Seattle shoe shop—it's like finally hitting the big leagues. A strong performance on the home turf of rivals such as Saks Fifth Avenue and Bloomingdale's will solidify Nordstrom as a force in designer retail. The thought of a less than strong performance? Well, that's not something the brothers want to fret about.



SEA + ESTORE; DONBART ET / GETTY ARCHIVAL PHOTOS; COURTESY OF NORDSTROM. WOODLAND STORE PHOTO: CONN + HOI







CLOCKWISE FROM LEFT: The Seattle Nordstrom store circa 1910; Elmer Nordstrom, founder John W. Nordstrom, Everett Nordstrom and Lloyd Nordstrom; The women's shoe department in The Woodlands, Texas. BELOW LEFT: The Seattle Nordstrom store, which will debut a remodel this spring. BELOW RIGHT: The third Nordstrom generation—John Nordstrom, Jack McMillan, Jim Nordstrom and Bruce Nordstrom.

6-foot-7. Both he and Erik played for the University of Washington. They settled into retail only after their dreams of going pro were dashed.

"Retail felt familiar," Pete says. "On the floor in the store, you're part of a team and the manager is your coach. Every day, you have to sell. Like scoring points. You know if your team is winning or not."

"We are humbly aware of how many options shoppers have today," says Blake, whose office is walking distance from Amazon.com headquarters. "One hundred fourteen years of business does not guarantee tomorrow."

CO-PRESIDENCY IS NOT THE NORM among $13 billion retailers, but it's a tradition at Nordstrom, where Bruce and his cousins led collectively, as did their fathers before them. "We're a very big company with a lot going on," Pete Nordstrom says. "We're an empowered culture for leaders to do their own thing."

Which is to say, the brothers don't get in each other's business. Each has a specific area of responsibility—an arrangement the board insisted upon when Blake, Pete and Erik took the helm 15 years ago (Blake has officially been president that whole time; Erik and Pete were named co-presidents in May, though the three have long made decisions together). Nordstrom is a publicly traded company, so the surname is not job security—another key factor in the brothers' assertive approach to steering the company.

While their leadership might seem predestined, none of the brothers grew up planning to go into retail.

"I just wanted a car," Blake says. His parents told him he'd have to earn it, so he went to work in the stockroom at Nordstrom—just the way his father, Bruce, had done a generation before. All three brothers, along with their cousin Jamie, who now oversees stores for Nordstrom Inc., graduated from the stockroom to the sales floor and eventually moved into buying and management.

"Our parents encouraged us to do whatever we were passionate about," Blake says. "They just wanted us to be proud of our actions. They taught us the importance of reputation."

Ask Pete and Erik what they wanted to be growing up, and they answer with boyish certainty: "I wanted to play professional basketball," says Pete, tallest of the three at

Wherever the week might take them—to Paris Fashion Week, Southern California or Minneapolis for a new store opening—Blake, Pete and Erik make a point to be in their Seattle office on Mondays. They start the week by meeting at 8 a.m. "A lot of it is about people and talent," Pete says. "You have to be of a singular mind when it comes to hiring."

As Erik says, no one is choosing Nordstrom based on the family. "They're choosing us based on service. The downfall of many stores is burnout. You've got to keep up with customers. You've got to stay fresh and relevant." Acquiring Trunk Club, a styling service that aims to take the hassle out of | CONTINUED ON PAGE 166







TRAVEL THAT GIVES BACK

A writer heads out on a 12-month mission to work for 12 nonprofit organizations. With these "voluntourism" opportunities, you, too, can change the world—one trip at a time.

by
CHARYN PFEUFFER

illustrations by
TOM HAUGOMAT / ILANOSOME FRANK

gives me purpose. It instills a sense of compassion that underlies the bond of all humanity. But giving back wasn't part of my upbringing; my path to social consciousness began later in life, spurred by unfortunate circumstances.

My first big volunteer commitment was with the Women's Cancer Resource Center in Oakland, California. I lost my mother to a brief battle with lung cancer when I was 17 years old, and in 2000 I wanted to give back. After intensive training on cultural humility and listening, I was ready to answer the Information and Referral Helpline, a task I performed almost every Wednesday afternoon for four years. Consoling women in the throes of a cancer diagnosis, treatment or, more sobering, the final stages of life was often unnerving. Still, I found it cathartic to provide comfort to my callers. And I learned a basic lesson in giving back. Sometimes it doesn't take much to make a difference. I didn't need to have all the answers, or even an opinion. I just had to be present, kind and listen.

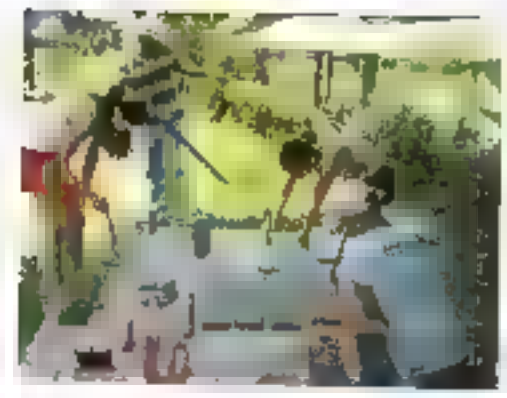
My experience at WCRC was meaningful because of the nature of service, but also the instant gratification of doing good for others. We're all motivated to volunteer or contribute to causes for different reasons. More than anything, I needed a space where I could contribute to my community. In *Awakening Joy: 10 Steps to Happiness* by James Baraz and Shoshana Alexander, Jesuit priest Anthony de Mello says, "Charity is really self-interest masquerading under the form of altruism. I give myself the pleasure of pleasing others." My volunteer motives were altruistic, but the result was a rush of happiness, or what's been called a "helper's high." As far I was concerned, everyone won.

Fast-forward a decade to the 20th anniversary of my mother's death. The Great Recession, coupled with the changing face of the publishing industry and professional burnout led to a crossroads in my career. I decided to swap my BlackBerry for a backpack and give back with The Global Citizen Project. I founded the voluntourism tour-de-force—friends and folks across my social networks funded it via Kickstarter.

In June 2010, I started to volunteer with 12 community projects around the globe over a period of 12 months. I dealt with crime, mudslides and dengue fever. I spiced organic quince jelly in Portugal and built smokeless stoves for indigenous Panamanians. I shared eyeliner with girls whom missionaries had rescued from the mean streets of Tegucigalpa, Honduras. And I even smiled through my partner's protests when three weeks at a Guatemalan animal shelter netted us a surprise blue-spotted puppy.

These days, I volunteer for one-day projects closer to home—and as time permits. (If you don't have time for a long-term volunteer commitment, bite-sized acts of benevolence are a great way to give back.) It's human nature to want to serve others. And volunteering doesn't have to be all about hardship. The world has an endless supply of opportunities to help. Even if you're pressed for time, a simple compassionate action can help make a difference in someone's day. And if you are thinking about taking a volunteer vacation, here are 10 worthy opportunities around the world.





Build

Infrastructure

ORGANIZATION
Globe Aware

SELECTED LOCATION
Costa Rica

TIME COMMITMENT
Eight days

Globe Aware's volunteer trips hope to encourage cultural awareness and teaching skills rather than reliance. The Off the Road Less Traveled Rainforest Village Experience takes do-gooders to El Surdel Tucubares, a tiny village adjacent to the Carara rainforest reserve. Families in this remote mountainous village have struggled for more than a decade to make ends meet after their farmland was taken over when the Carara National Park was formed. Once a vibrant community of more than 50 families, today fewer than 20 remain.

The scope of work varies depending on the volunteers and the most immediate need, but it focuses on creating a sustainable future in this ecologically important area. There's a lot of potential for this community with its proximity to Carara National Park and abundance of flora and fauna. During my volunteer stint, we helped repair the town's gravity-fed spring water system and restore safe water. A tree had fallen on the water source a few months prior and water was getting contaminated during heavy rainfalls. Previous volunteer projects have included building pedestrian bridges, installing PVC pipe to bring clean water to the community, setting up a first aid center and building cabins that volunteers can stay in and that the village can rent out. *globeaware.org*





Save Marine Life

ORGANIZATION
Sea Shepherd Conservation Society

LOCATION
Varies

TIME COMMITMENT
Typically one month minimum on boat missions, one-day beach and harbor cleanups around the United States

If ocean conservation is your cause, you may consider joining Sea Shepherd's efforts to protect marine wildlife and habitats. They're looking for a bevy of skilled people—everyone from cooks and carpenters to sailors and scuba divers—to join their boat missions for at least one month. Not for the faint of heart, these unpaid missions aboard the *Farley Mowat*, *Jules Verne* and *Martin Sheen* involve long hours and dangerous work conditions.

For a lower-key commitment, join an Onshore Volunteer Crew. There are 18 chapters across North America that coordinate local outreach, cleanup and fundraising events. Ocean debris, such as fishing nets, plastic bags and tires, can kill fish and birds, smother coral reefs and disrupt the food chain for marine creatures. Simply pick a beach, check the tides and bring trash bags and gloves. Eight million tons of plastic ends up in the ocean each year, the U.S. ranks high on the global plastic dumping list (No. 20 according to *Science* magazine), so there's lots of opportunity to help the struggle for trash-free seas. *seashepherd.org*

Teach English

ORGANIZATION
Diverbo

SELECTED LOCATION
Coto del Valle, Spain

TIME COMMITMENT
Eight days

The first rule of Diverbo Coto de Valle is to never utter a word of Spanish. Once you've applied and are accepted into the program, there are few requirements for participants. First get to Madrid, then Diverbo takes it from there, coordinating ground transportation to Cazorla, a small mountain town in the Jaén province of Spain, four-star accommodations, gourmet meals and wine. The only fee for volunteers is the flight.

The language immersion program is a brilliant mix of hard work and lively activities scheduled from roughly 9 a.m. until 9 p.m., with volunteers often chatting long after dinner. From one-on-ones and conference calls to thought-provoking debates to theatrical presentations, there's never a dull moment. All participants speak English for well over 100 hours during the course of the 8-day program, so it's imperative to pace yourself and pack throat lozenges.

At the start of the program, Alan, the Master of Ceremonies, told native English-speaking participants, "You will never see the fruit of your efforts here." He was proven wrong on the bus ride back to Madrid, when two Spanish students, both of whom started at much different language levels, spoke fluently—*in English*—for four hours nonstop. *diverbo.com*





Restore Smiles

ORGANIZATION
Smile Network International

SELECTED LOCATION
Quito, Ecuador

TIME COMMITMENT
Varies

Join the Smile Network surgical team in Ecuador as they restore smiles and transform lives, one free surgery at a time. According to Centers for Disease Control and Prevention, children born with a facial deformity, usually a cleft lip or palate, are prone to feeding and speaking issues. They also may have a hearing problem. A single surgery can restore a deformity and change a life forever.

Volunteers arrive in the ancient capital city of Quito and spend the first few days getting acclimated to the altitude. Volunteers may explore Independence Plaza or climb the clock towers at Basilica del Voto Nacional, the dazzling church that dominates Quito's skyline. The real adventure begins as volunteers meet up with the *chagras* (or Ecuadorian cowboys), who lead the trek through Cotopaxi National Park, or the "Avenue of the Volcanoes," as dubbed by 19th-century German explorer von Humboldt.

After traveling through the Andes mountains and Ecuadorian countryside, volunteers join the Smile Network surgical team to greet their newest patients. Then volunteers have the opportunity to join the mission team for two days of surgeries. The end result is life-altering for children of the medically underserved communities of Ecuador. *smilenetwork.org*

PHOTOGRAPHS: ASTRID INA A · ASTRID SEA SHEPHERD · SAVE MARINE LIFE · ADOLFO MORALES · TEACH ENGLISH



My volunteer motives were altruistic, but the result was a rush of happiness, or what's been called a "helper's high." As far I was concerned, everyone won.



Construct New Homes

ORGANIZATION
Habitat for Humanity Global Village Volunteer Program

LOCATION
Varies

TIME COMMITMENT
7–16 days

It's as easy as picking up a hammer to help make a difference with Habitat for Humanity. If you're in good health and game to get your hands dirty, you can help build decent, affordable housing in partnership with needy families. Learn about poverty housing and community development while working with Habitat for Humanity's ministry and mission to put a roof over the heads that need it most.

If you're looking for an experience abroad, Habitat for Humanity's Global Village volunteer programs are available in Portugal, El Salvador and Guatemala, among many other locations. Domestically, volunteer programs are available in Alaska, Hawaii and North Carolina. In Alaska, you can work on construction and rehabbing homes. Learn about the spirit of "aloha" while working with Habitat West Kona, Hawaii. Depending upon timing, volunteer duties could include painting or power washing, framing and finishing carpentry or performing critical repairs. And in Asheville, North Carolina, volunteers travel to the Blue Ridge Mountains to help low-income families start new lives in new homes or domiciles with new improvements.
habitat.org



Harvest Olives

ORGANIZATION
World Wide Opportunities on Organic Farms

SELECTED LOCATION
Bomarzo, Italy

TIME COMMITMENT
Two-week minimum

The WWOOF acronym stands for World Wide Opportunities on Organic Farms although some people still refer to it as Willing Workers on Organic Farms. Since the program's 1971 inception in the United Kingdom, people have been taking advantage of this model of sustainable living in more than 50 countries around the world. Today it's a popular means to see the world while immersing oneself in a local community.

At La Rocchetta farm, set atop a hill overlooking the Tiber Valley north of Rome, retired journalists Michelle Noon Cesaretti and Claudio Cesaretti treat volunteers to a wholly Italian experience. Olive harvest is one of the busiest times of the year for volunteers (imagine lunch among the olive trees!), but there are year-round opportunities to plant, weed and grow vegetable and flower gardens, care for fruit and olive trees and maintain irrigation systems. Volunteers work five to six hours a day. Saturday afternoons and Sundays are for travel and discovery. Foodies can pick up Italian cooking skills from Claudio, who preps elaborate meals such as boiled octopus with olive oil, lemon and herbs. Michelle shines at making chocolate mousse.

Anyone who enjoys food should spend some time WWOOFing or at the very least get a volunteer glimpse of what goes into making a self-sufficient farm function.
romacountryhouse.com/wwoofing



Support Local Education

ORGANIZATION
Global Citizens Network

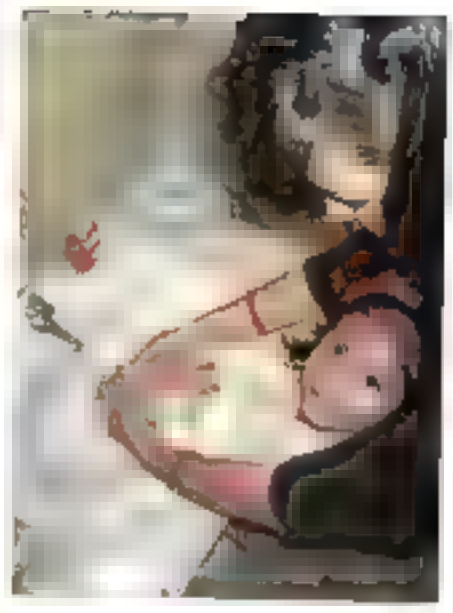
SELECTED LOCATION
Xaloxochico, Mexico

TIME COMMITMENT
10–15 days

Fly into Mexico City before continuing on to Puebla, then Xaloxochico (pronounced *Sha-lo-sho-shee-ko*), a village 20 minutes outside the market town of Cuetzalan.

Volunteers work alongside members of the Nahua community at Chayojkila Xaloxochico, a bilingual indigenous elementary school. Customs and native linguistics are alive and well for this group related to the Aztecs, their secondary language is Spanish. Many educators and psychologists agree that the development of a student's first language strongly impacts mastery in a second language. While Mexico acknowledges its indigenous languages, Spanish is still most widely spoken. Global Citizens Network volunteers support the group's health services and dual-language education needs.

In the past, participants have built classrooms, installed windows and provided English instruction. This trip is particularly well suited for families, as there's plenty of time to swap stories, forge friendships and get to know the local community. *globalcitizens.org*



Teach Healthy Habits

ORGANIZATION:
Global Volunteers

SELECTED LOCATION:
Lima, Peru

TIME COMMITMENT
One–two weeks

If you're a nurse, nurse practitioner or health care professional, your skills are needed in Peru. Infectious diseases, including typhoid, dengue fever, yellow fever, malaria and hepatitis A are a major concern for the impoverished children of Lima. Diarrhea is a frequent cause of death. This preventable and treatable condition is the second-leading cause of death in children under 5 years old, killing 760,000 children each year, according to the World Health Organization.

Global Volunteers works together with community leaders to provide health, nutrition and education to these vulnerable youngsters. Public health education is a persistent need. Support is needed even for basic best hygiene practices, such as hand washing with soap and water and proper teeth brushing. Nutrition professionals can assist by teaching diabetes prevention and how to prepare healthy meals. *globalvolunteers.org/peru*



Help Locals

ORGANIZATION
Roadmonkey

SELECTED LOCATION
Nicaragua

TIME COMMITMENT
Eight days

When former New York Times reporter Paul von Zielbauer launched Roadmonkey in 2008, he brought a brand-new element to philanthropy-minded adventure. Part vacation, part volunteering, von Zielbauer's outfit gives intrepid travelers a way to explore a country and then give back to local communities in need through three-day volunteer projects.

And now the secret's out. Nicaragua is a hot Central American destination for surfers and budget-minded travelers. Once in the tourism shadow of Panama and Costa Rica, its political unrest is a thing of the past and it's slowly building infrastructure to shine. You can surf warm, consistent waves or practice your eagle pose—there's a definite emphasis on relaxation on this trip.

Find your happy place, then turn that positive energy toward a micro volunteer project that helps a community in need. Roadmonkey teams up with local nonprofit partners for positive change, humanitarian projects. Projects have included building a playground for children in the remote northern highlands, a bread oven for a rural women's collective and planting fruits and vegetable gardens in fishing villages. *roadmonkey.net*



PREVIOUS PAGE, LEFT: STEFFAN HARPER; CONSTRUCTION WORK: THIS PAGE, TOP: COURTESY OF ROADMONKEY; THIS PAGE, BOTTOM: COURTESY OF GLOBAL VOLUNTEERS; FOR CENTER FOR: SUSAN HEATH



Help Rebuild

ORGANIZATION
Fuller Center Global Builders

LOCATION
Pignon, Haiti

TIME COMMITMENT
One-two weeks

Life in Haiti is still far from normal, even five years after the 7.0-magnitude earthquake struck near Port au Prince in 2010. More than 200,000 lives were lost and more than a million people lost their homes. There are plenty of opportunities to help make an impact in the poorest country in the Western Hemisphere.

If you're interested in community development, spend a week or two with the Fuller Center Global Builders program, building new homes for the victims affected by the destruction. So far the organization has constructed more than 170 hurricane-proof homes for Haitian families. Now it's looking ahead, building homes with affordable payment terms in Pignon, a town in northern Haiti.

These volunteering trips are a win-win for locals and humanitarians alike—they create jobs, boost the economy and help bridge the gap in cultural understanding. Most importantly, they look at the big picture, creating safe and permanent housing in post-earthquake Haiti. *fullercenter.org*

GLOBAL VOLUNTEER ORGANIZATIONS

Thinking of taking a "voluntourism" trip? Here are some ideas to get you started

Support Local Education

ORGANIZATION
Global Citizens Network
globalcitizens.org

BASE CAMP
Mexico City, Mexico

PROJECT
Work alongside members of the Nahua community at a bilingual indigenous elementary school in the village of Xiloxochico

Rebuild Homes

ORGANIZATION
Fuller Center Global Builders,
fullercenter.org/global-builders

BASE CAMP
Port-au-Prince, Haiti

PROJECT
Help the town of Pignon rebuild from the effects of the devastating 2010 earthquake by building simple, affordable housing

Help Locals

ORGANIZATION
Roadmonkey, roadmonkey.net

BASE CAMP
Managua, Nicaragua

PROJECT
Surf, hike a volcano rim, ride horses and then give back to the local community with a short-term volunteer project

Build Infrastructure

ORGANIZATION
Globe Aware, globeaware.org

BASE CAMP
San Jose, Costa Rica

PROJECT
Perform community development projects in a village that borders the Carara rainforest reserve

Restore Smiles

ORGANIZATION
Smile Network International,
smilenetwork.org

BASE CAMP
Quito, Ecuador

PROJECT
Help provide corrective surgery to impoverished children with facial deformities—and go biking or horseback riding through the Andes.

Teach Healthy Habits

ORGANIZATION
Global Volunteers,
globalvolunteers.org

BASE CAMP
Lima, Peru

PROJECT
Teach best health practices, good nutrition and proper hygiene to at-risk children in Lima.

Teach English

ORGANIZATION
Diverbo, diverbo.com

BASE CAMP
Madrid, Spain

PROJECT
Converse with others in English an an immersive language program in Coto del Valle, Spain, a resort in the Andalucía region

Harvest Olives

ORGANIZATION
World Wide Opportunities on Organic Farms, wwoof.net

BASE CAMP
Rome, Italy

PROJECT
Work on an olive farm—planting, harvesting, weeding and maintaining irrigation systems—in Bomarzo, Italy.

Help Migrant Children

ORGANIZATION
GlobeAware, globeaware.org

BASE CAMP
Beijing, China

PROJECT
Teach English and improve the infrastructure and environment of the city's nonprofit middle school for migrant children

Help Disabled Children

ORGANIZATION
ProjectsAbroad, projects abroad.org

BASE CAMP
Shanghai, China

PROJECT
Volunteer at a center that provides physical rehabilitation, education and nursing care for disabled children.



Save Marine Life

ORGANIZATION
Sea Shepherd Conservation Society, seashepherd.org

BASE CAMP
Various Locations

PROJECT
Perform crew duties on one of the Sea Shepherd's ocean-going ships or volunteer with an onshore chapter.

Track Rhinos and Elephants

ORGANIZATION
Bunac, bunac.org

BASE CAMP
Johannesburg, South Africa

PROJECT
Monitor rhinos and elephants near Musina, a few hours from Johannesburg.

Build Homes

ORGANIZATION
Habitat for Humanity, habitat.org

BASE CAMP
Various Locations

PROJECT
Build a home, make repairs or help with community projects in destinations such as Delhi, India, Managua, Nicaragua; Kona, Hawaii, and Anchorage, Alaska.

Care for Elephants

ORGANIZATION
Pod Volunteer, podvolunteer.org

BASE CAMP
Bangkok, Thailand

PROJECT
Take care of rescued Asian elephants at a wildlife center near Cha Am, Thailand.

Protect Flora and Fauna

ORGANIZATION
Conservation Volunteers, conservationvolunteers.com.au

BASE CAMP
Sydney, Australia

PROJECT
Plant trees, collect seeds, remove weeds or grow native plants in New South Wales

THE ISLANDS OF THE bahamas

Riders on horseback galloping along the shore.

Divers atop the world's second largest barrier reef

And natural wonders ranging from flamingos, iguanas and even swimming pigs

to blue holes and caverns all waiting to be explored.

#ItsBetterInTheBahamas

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THE BAHAMAS

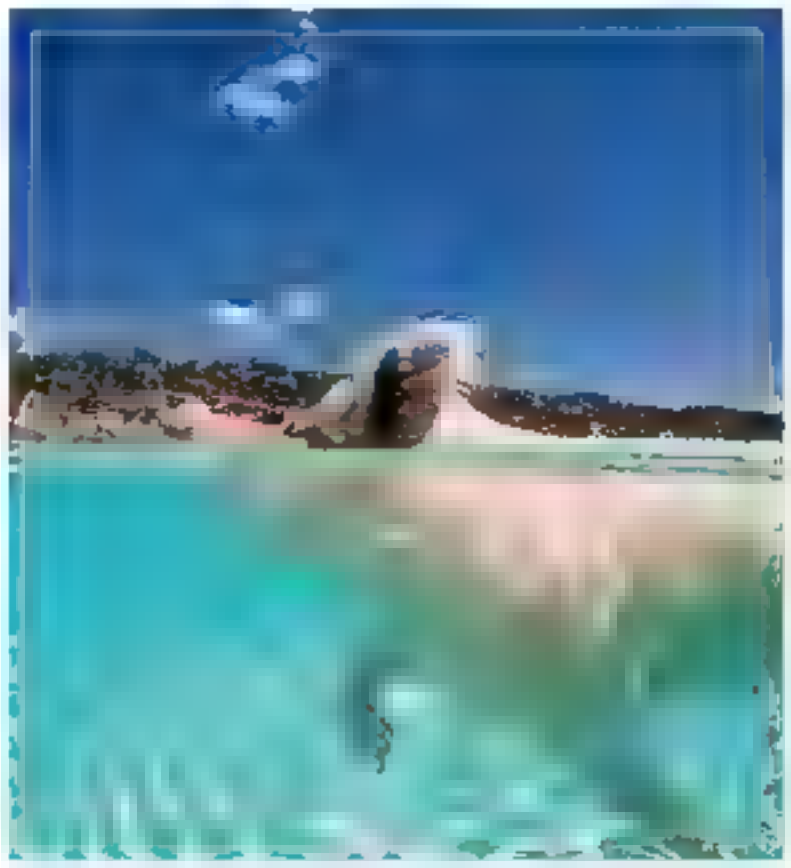
HEAD TO THE OUT ISLANDS OF THE BAHAMAS, WHERE BRAND-NEW NONSTOP FLIGHTS MEAN YOU COULD BE ON AN EMPTY BEACH, DRINK IN HAND, BEFORE LUNCH.

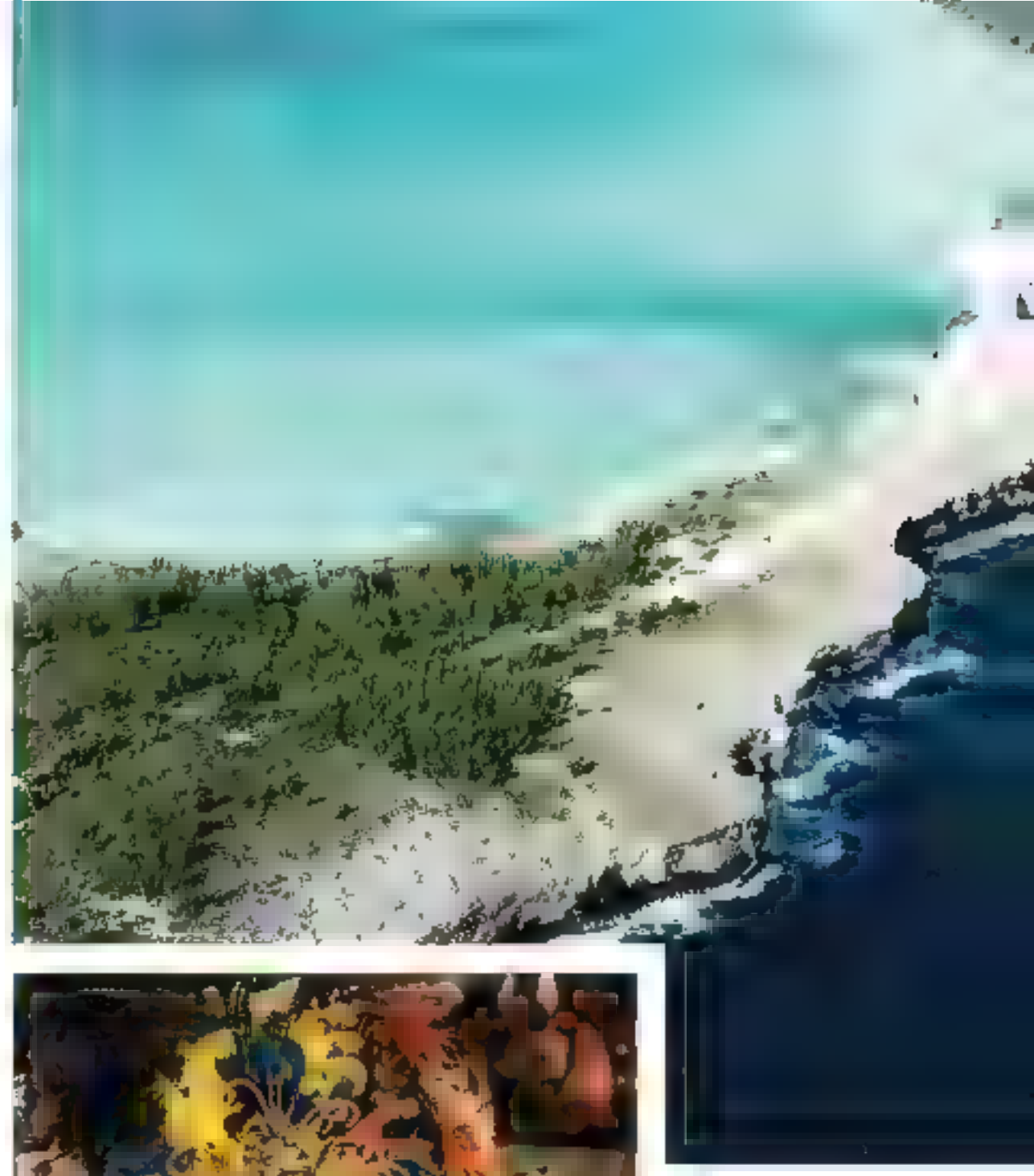
BY AUDREY ST CLAIR



SECLUDED BEACHES / SMALL-ISLAND CHARM / THRILLING FESTIVALS / BOUTIQUE OCEANSIDE RESORTS / WATERSPORTS AND ADVENTURE









CLOCKWISE FROM TOP LEFT Hope Town, Abaco; Eleuthera Local man with seafood; Diving in the Bahamas; Hope Town lighthouse; Junkanoo Carnival dancer; A swimming pig in the Exumas

The cluster of coral known as the Out Islands of the Bahamas, dubbed the "Family Islands" by locals, sits surprisingly close to the east coast of Florida and just a ferry ride from Nassau and its famed Atlantis resort. But as soon as you arrive, you'd never know it. Sounds of whispering palms and kids blowing conch shells provide the soundtrack. The cares of workaday life become faded memories as island time and the simple pleasures of Bahamian life envelop you. This is the kind of place where a busy day at the beach means sharing the shore with a sea turtle, where sand turns from cotton white to cotton candy pink, where both explorers and solace seekers find a home.

Just 14 of the hundreds of Out Islands are inhabited: the Abacos, Acklins, Crooked Island, Andros, the Berry Islands, Bimini, Cat Island, Eleuthera, Harbour Island, the Exumas, Inagua, Long Island, Mayaguana and San Salvador. Getting to three of these secluded gems—the Abacos, the Exumas and Eleuthera—is now easier than ever with Delta Air Lines' newly launched nonstop flights from Atlanta starting in mid-December. Travel to the Bahamas archipelago has long been a low-stress proposition, as the U.S. dollar is used interchangeably with the Bahamian dollar throughout the islands, and this expanded access gives visitors more options for experiencing the islands.

Set at the top of the Bahamas island chain are the Abacos, the most visited of the Out Islands. This 120-mile-long chain of bays, coves and harbors beckons water lovers of all kinds, especially boaters, fishermen and divers, to its gin-clear turquoise playground. Island hopping is the best way to explore, and Marsh Harbour, the largest town (and the location of the airport), is the jumping-off point.

Interisland ferries run regularly to spots including Green Turtle Cay, with its quaint cottages and B & Bs fashioned in classic Bahamian pastels. Just offshore is Coral Caverns, a must-see dive site where towering coral structures and twisting swim paths create a Dr. Seuss-like underwater world. Share stories of what you saw at the colorful Miss Emily's Blue Bee Bar over a Goombay Smash, the Bahamas' signature cocktail. This pineapple-and-coconut-rum concoction was invented here in the '60s, and Miss Emily's is the only spot where you can taste the original recipe (don't even bother asking for a list of ingredients). Hope Town on Elbow Cay calls for a picnic lunch on a deserted beach and a photo op of the 1863 red-and-white lighthouse (climb the 101 steps for the best views of the island). Snorkeling the unspoiled reefs at Little Harbour makes getting there worth the effort.

Although less developed than the Abacos, the skinny chain of the Exumas has a different adventure in store for every day of the year. Its 365 islands and cays offer everything from gemstone-hued water to powder white beaches and private islands (for the right price, you, too, could be Johnny Depp's neighbor), not to mention swimming pigs.

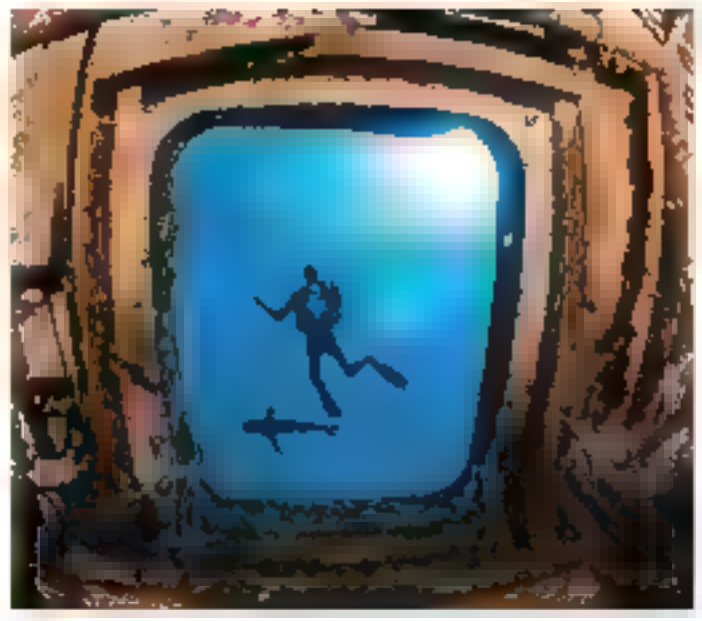
Theories circulate about what brought the porkers to uninhabited Big Major Cay, about 60 miles from the capital

PHOTOGRAPHS BY PETER FRISCHIA



This is the kind of place where a busy day at the beach means sharing the shore with a sea turtle, where sand turns from cotton white to cotton candy pink.







of George Town—Dropped off by sailors who intended to eat them later? A nuisance to nearby homeowners who had them rounded up and moved? Shipwrecked cargo?—but everyone can pretty much agree that with the daily dose of leftovers from curious onlookers, this is the best-fed brood in the Caribbean. After an outing to feed Wilbur and his friends, it's time to sample some classic fare for yourself. Hit up any local fish fry for a plate piled high with just-caught fish, peas 'n' rice and Bahamian-style mac 'n' cheese; wash it down with a Kalik or a Sands (both beers are brewed in the Bahamas) on a picnic table on the sand. You might even join locals for a game of dominoes before the night is out.

Spend the rest of your Exumas days on or under the water (stay at one of the area's luxury resorts and get the keys to your own boat), exploring plantation ruins in Williamstown, adventuring through natural grottoes of the Exuma Cays Land and Sea Park or simply playing castaway on a secret sandbar where the sun seems to set just for you.

Blissful solitude follows on Eleuthera, which is hugged by two bodies of water on either side. Getting here used to mean more than one connecting flight, but that headache is gone thanks to the new nonstop service from Atlanta. This Out Island is just 30 feet wide at its narrowest point, the Glass Window Bridge, where the land rises high on both sides then drops off suddenly to reveal a natural wonder: where the sapphire Atlantic Ocean meets the turquoise Caribbean Sea. And that's just where the magic starts.

From the awe-inspiring stalagmites and stalactites at Hatchet Bay Cave on the north end (or "down north," as the locals say) to strands of untouched beaches to fields of the sweetest pineapple on earth (better than Hawaii, locals claim), Eleuthera engages the senses at every turn. The absence of crowds, even in the island center at Governor's Beach, means rooms aplenty in boutique beachfront resorts and no waiting in line to eat, even at Pascal's at Sky Beach Club, known for its mouthwatering conch fritters.

Grand Bahama isn't an Out Island, but new affordable daily nonstop flights place it high on the list of must-visit islands. The fourth-largest island in the Bahamas sits just 70 miles from Palm Beach, Florida, and while the city of Freeport is a popular cruise stop, parts of Grand Bahama feel more like an Out Island than you'd imagine. Trek through the Lucayan National Park to one of the world's longest underwater limestone cave systems; kayak through thick mangrove swamps to serene Gold Rock Beach, spend a day following butterflies through the Garden of the Groves; or swim with the dolphins at UNEXSO. Plan your trip around one of the island's many festivals, such as the Junkanoo Carnival or Grand Bahama Goombay Summer Festival, and see firsthand the pride the locals have for their culture and traditions.

No matter where you travel in the Bahamas—to bustling Nassau, sleepy Eleuthera, glitzy Paradise Island or tiny Inagua, where flamingos outnumber people—graciousness and hospitality will meet you there.



the abacos
ISLANDS OF THE BAHAMAS

ELEUTHERA
& HARBOUR ISLAND
ISLANDS OF THE BAHAMAS

Exumas
ISLANDS OF THE BAHAMAS

New Non-stop Service from Atlanta to The Bahamas

Additional flights offer new leisure travel options from the top U S. hub to the Caribbean

Delta continues to expand its network in The Bahamas with service from Atlanta to Eleuthera and Marsh Harbor Abaco in The Bahamas starting in December. In addition, the airline will increase its service to Georgetown, Exuma from three times a week to daily, effective Dec. 19, 2015. The new routes will operate using the 65-seat EMB-175 aircraft operated by ExpressJet Airlines and are available for sale on delta.com. Delta customers traveling from other U.S. cities will enjoy convenient, one-stop connections through Atlanta to these resort destinations. Deltas Atlanta to Eleuthera will take effect Dec. 1, 2015.

Service Gateways: (ATL - ELH) Atlanta - Eleuthera; (ATL - MHH) Atlanta - Marsh Harbour, Abaco; (ATL - GGT) Atlanta - Georgetown, Exuma

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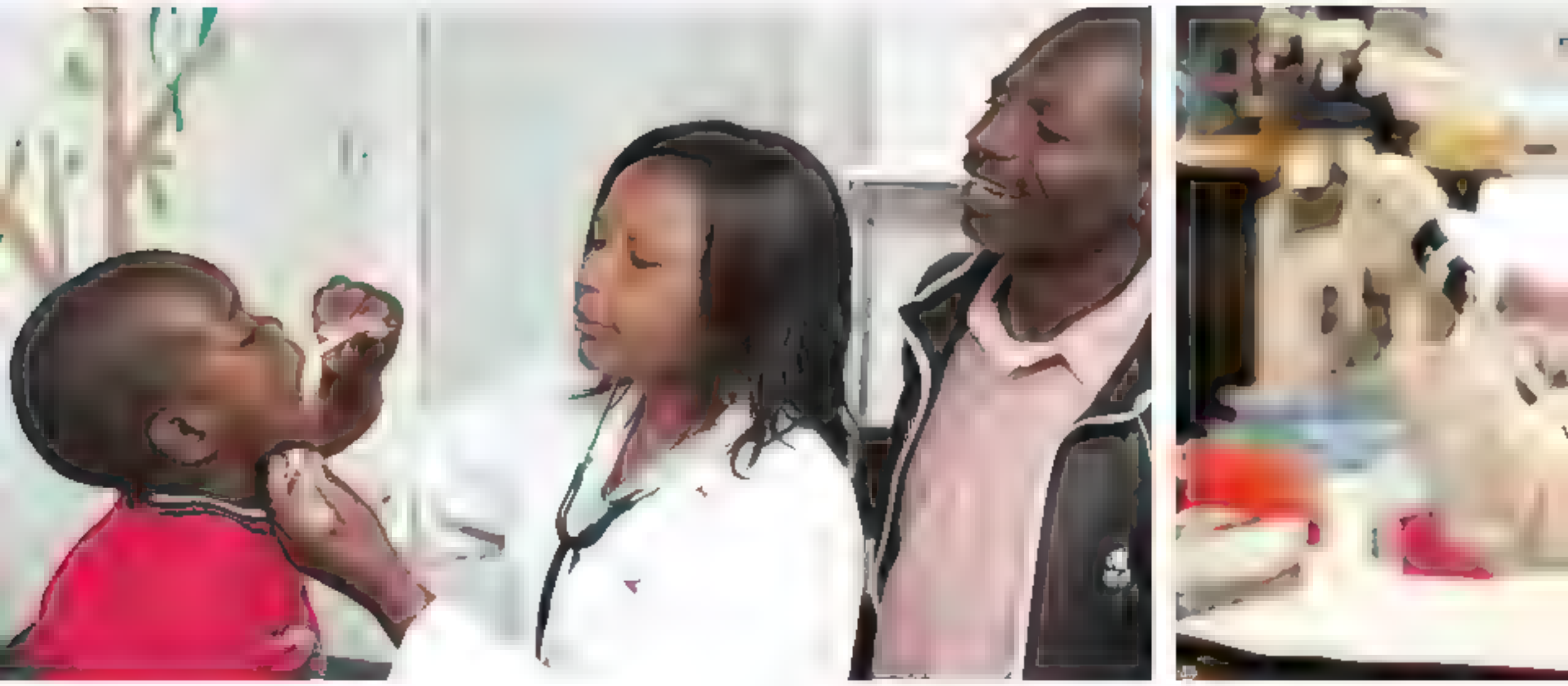
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MEDICAL CHARITIES



GIVING THAT HEALS

For medical researchers, doctors and patients, medical philanthropy makes a life-changing difference

by KAREN SPRINGEN

Thirteen years ago, Gary Grandmaison got an unwelcome 60th birthday surprise

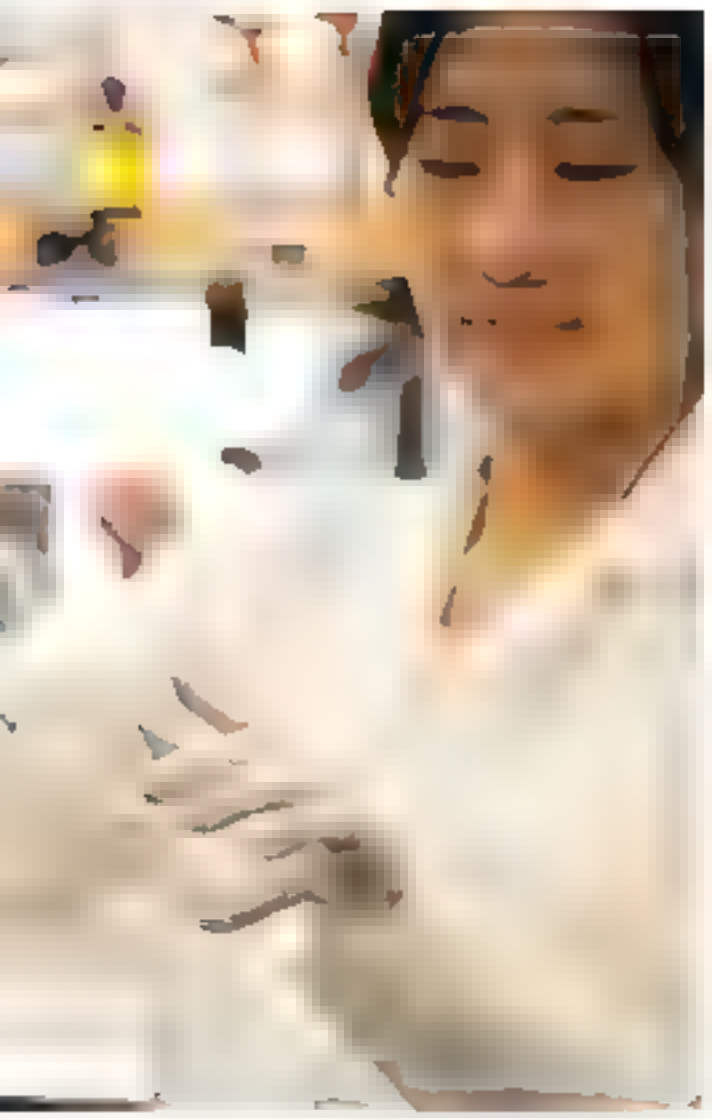
It was a pain in the lower left hand side of his stomach, followed by a diagnosis of stage-four colon and liver cancer. His personal physician told him he had three months to live. Fortunately, his wife refused to accept this death sentence and tracked down a Stanford trial that was shrinking liver tumors enough to make surgery possible. Today, Grandmaison is playing golf, woodworking and building furniture, spending time with his nine grandchildren—and feeling incredibly grateful. "Literally, I am here because of others who made sacrifices and contributions for the clinical trial to even exist at that time. It saved my life," says Grandmaison, who has donated to Stanford. "It just seems to me that being able to give back financially, hopefully, will make it possible to develop more drugs and save more lives."

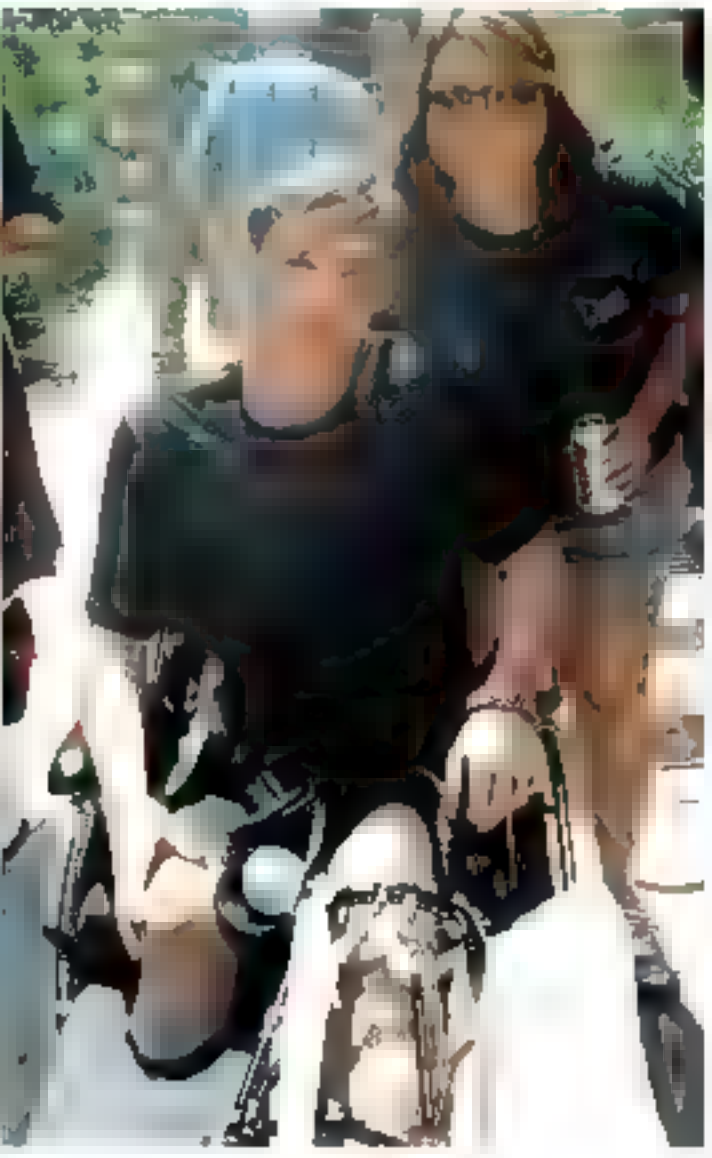
During the recession, individuals shied away from multiyear commitments, says Steven Churchill, president and CEO of the Association of Healthcare Philanthropy. No more. Last year, Americans donated a record $358 billion—including $30 billion to medical research, health care institutions and single-disease organizations, according to the Giving USA 2015 report written by the Lilly Family School of Philanthropy at Indiana University. Nearly three-quarters of that $358 billion—72 percent—came from individuals. (Last year, per capita giving by U.S. adults reached $1,080.)

These funds are playing a vital role as it becomes increasingly difficult to get funding from the National Institutes of Health. "When times get tight, the committees who decide who gets funded at the NIH and other organizations tend to get conservative," says Dr. George Sledge, chief of the Division of Oncology at Stanford Medicine. "They tend to support stuff that's a sure bet. They're less likely to support the ideas that are potentially transformative but that are high risk." The average age for a standard NIH grant recipient is 43, he says. "I believe strongly that cancer is going to be cured by young investigators with crazy ideas. Those are the people who are least likely to get funded in our current system."

Since 2003, NIH funding has decreased by 23 percent, says Laila Rashid, vice president and associate dean at the University of Chicago's medicine and biological sciences development office. "We have more investigators chasing fewer dollars." Fortunately, according to Rashid, some donors say, "I want to invest in something bold, I want to solve a problem and I want to do it in a big way." "It's a whole range of philanthropy," she says. "It comes from grateful patients. It comes from people interested in science, people who want to make a difference in their community. It comes from our alumni wanting to fund medical students and basic research. And rock stars, too." (The University of Chicago is working with

LEFT: A young patient learns to test blood sugar from Children's Diabetes Foundation. Dr. Ivy Melgarejo, a part of Save the Children's mobile health clinic in Tacloban, the Philippines, consults with patients. Priyanka Hariram of Nepal has remained in the classroom, thanks in part to a deferred payment from CAR. Dorcas Hamasaiti washes her hands at her community's borehole developed by World Vision in Zambia. Born without hands and feet, Grace gets her new prosthetics adjusted at Shriners Hospitals for Children





CLOCKWISE FROM LEFT: A nurse sees patients at the American Refugee Committee's Ass[illegible] in the Democratic Republic of Congo; the Breast Cancer Research Foundation is the nation's highest-rated breast cancer organization and the largest private funder of breast cancer research in the world; Army sergeant Eric H[illegible] Maggerer, executive director of fam[illegible] communications and logistics at Luke's Wings, which provides travel tickets and planning services to wounded veterans and their fam[illegible]

Teen Cancer America, a nonprofit group started by The Who's Pete Townshend and Roger Daltrey.)

"The NIH is challenged financially," says Dr. Peter S. Amenta, president and CEO of the Harvard-affiliated Joslin Diabetes Center. "We have to look to donors to help us with our studies here." For example, benefactors have helped support research into "50-year medalists"—people with type 1 diabetes who have remained complication free for decades.

Often, donations come from survivors. "Generosity by grateful patients is part of the healing process," says Steve Ram, vice president for development and alumni relations for the Fund for Johns Hopkins Medicine. "They want to do something to give back that has impact." Sometimes families give in honor of a loved one—or in a show of faith toward a promising researcher.

Gifts often seed innovative concepts that may or may not be far enough along for the NIH to fund, says Kristi Cooper, vice president of philanthropy at Baylor College of Medicine. "Philanthropy often feeds research ideas." A donation by the John M. O'Quinn Foundation, started by the late Houston trial attorney, helped fund Baylor psychiatrist Thomas Kosten, who is developing a vaccine that would shut down the euphoric effects of cocaine. And a contribution from the Carlos Slim Foundation, started by Mexican multibillionaire Carlos Slim, goes toward developing a vaccine for the parasite-caused Chagas disease, which attacks the cardiovascular system.

Individuals, corporations and foundations donate to the American Medical Association Foundation, the charitable arm of the AMA, to help relieve young physicians' debt (on average $183,000 after medical school) to give awards to minority scholars, to provide seed grants for research and to support free clinics. "With the decline in governmental funding for basic science research, often researchers first come knocking on our door," says Barkley Payne, executive director of the AMA Foundation, which gets most of its individual donations from physicians themselves.

Philanthropic contributions allow researchers to "ask high-impact, high-reward questions," says Dr. Diane Yamada, section chief for gynecologic oncology at University of Chicago Medicine. "Donors, as long as they understand what they're contributing to and they have trust and faith in the people undertaking the project, are willing to take the risk." Stephanie Harris, a 38-year-old philanthropist whose mom was diagnosed with ovarian cancer eight years ago, says, "I invest in Dr. Diane Yamada." Harris believes the money she put toward Yamada's placebo-controlled trial—using the generic type 2 diabetes drug metformin to help ovarian cancer patients—was well spent. "It helps everyone,"

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MEDICAL CHARITIES

she says. "A discovery in one kind of cancer very often can be a discovery in other kinds of cancer."

At the Mayo Clinic last year, researchers used both philanthropic gifts and National Cancer Institute funding to demonstrate that using an engineered measles virus to infect and kill cancer cells but spare normal tissues can work against multiple myeloma (a hard-to-cure cancer of plasma cells in the bone marrow). "What motivates a lot of people is their gratitude for the kind of care that they have received," says Dr. Joseph Mikhael, a hematologist who is associate professor of medicine at the Mayo Clinic in Scottsdale, Arizona. "Well over 85 percent of our giving [in terms of dollars] comes from grateful patients. ... This is an opportunity to reflect gratitude."

In 2005, the family of Preston Robert Tisch, who was chairman of Loews Corporation and co-owner of the New York Giants, made what's known as a "transformative" gift of $10 million to the Brain Tumor Center at Duke University, renamed The Preston Robert Tisch Brain Tumor Center. (Tisch was treated at Duke for a brain tumor. He died in 2005.) Duke invested the money into recruiting young researchers and funding research, including using a modified polio virus to treat tumors and testing a vaccine to prevent tumors from recurring. To be competitive for NIH grants, places such as Duke must first collect as much as a third of a project's research data—which means they need private funds. That's especially true with so-called "orphan diseases" such as brain cancer, which causes just 2 percent of cancer deaths each year. That's important, given the scarcity of government grants. "When I first started out, if you were forgoing private practice and staying in an academic institution, you could pretty much count on sending an idea to NIH and getting it funded," says Dr. Darell Bigner, director of The Preston Robert Tisch Brain Tumor Center. "Now, to get an NIH grant, you've got to have finished at least a third of the work to get the grant. You have to demonstrate you've got the personnel, the equipment, the space, that the idea you're proposing is feasible."

Before they can get NIH funding, young researchers need support for about five years. That requires philanthropy. So does recruiting new faculty and endowing professorships to retain them. It takes as much as $2.5 million to endow a professorship. At Duke's center, patients and families raise $2 million a year doing a 5k walk.

Even without a Tisch-sized bank account, donors can make a big difference. "If you have 1,000 people giving $50, that's $50,000," says Michael Kastan, executive director of the Duke Cancer Institute. "That [can fund] a project for a year."

"People tend to think in terms of Bill Gates levels of philanthropy," says Stanford's Sledge. "In my career, the most valuable grant I ever got was $5,000 of philanthropy. It allowed me to do some very early research, and it was something that was out of the box and not fundable by a grant. The most painful thing for a senior investigator like myself is that you could lose a generation of researchers because they don't have the resources to exercise their creativity." ●



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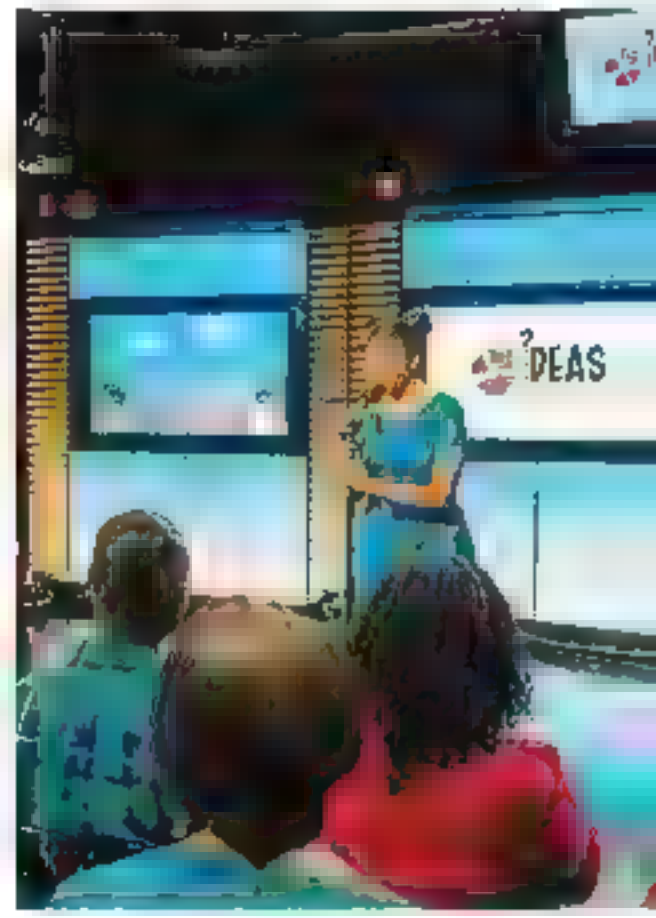
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COMMUNITY FOUNDATIONS





HOMETOWN HEROES

by JULIE KENDRICK

"WE MAKE IT EASY *for people to create a legacy of giving, instead of just a one-time gift, so that they can experience a deeper level of philanthropy*

Community foundations are fueled by individual, family and corporate donors who join forces to improve their quality of life in their own towns.

The word *philanthropist* can summon images of a bewhiskered gentleman somberly cutting a ribbon for a building with his name on it. But modern philanthropists have ditched the "stuffy old guy" model and are more likely to be young professionals, successful start-up founders or multigenerational families. Many are embracing the "give it now, don't endow" credo and are seeking hands-on involvement in local causes to which they're passionately committed.

Community foundations all over the country are responding, serving as collaborative catalysts for donors, nonprofits, governments and even private businesses. Here's a snapshot of three organizations making a difference close to home.

ATLANTA

If you're passionate about improving the quality of life in Atlanta—and you want to be actively engaged in seeing the impact your philanthropy can have—then you'll want to learn more about The Community Foundation for Greater Atlanta, says Alicia Philipp, foundation president. "Sometimes we fly a little bit below the radar, but when people find out about us, they say, 'Where have you been?' " she says. "We make it easy for people to create a legacy of giving, instead of just a one-time gift, so that they can experience a deeper level of philanthropy."

The foundation often connects neighborhood institutions with fresh thinking and innovative ideas. Noting that "entrepreneurship is in our Atlanta DNA," Philipp points to a new public-private initiative, BetterLife Growers. The for-profit business concept is a hydroponic lettuce greenhouse and packing facility, located in the Mechanicsville community, which will eventually be owned by its employees. The concept came to life when, after extensive research and 110 interviews with local leaders, the foundation pinpointed an opportunity to provide neighboring universities and hospitals with fresh lettuce and herbs, since 90 percent of all lettuce consumed in Georgia currently comes from California. The greenhouse will create 25 jobs, which will be open to people who might be otherwise difficult to hire, including those with criminal records.

"We want to create a new generation of what we call 'raging philanthropists' who are highly engaged in experiencing the impact of their giving," Philipp says.

AT A GLANCE

The Community Foundation for Greater Atlanta

Leader: Alicia Philipp, president

Founded: 1951

Assets: $950 million

2014 giving: $106 million

Active funds: 700

Areas of work: High school graduation, post-secondary education opportunities, arts organizations, HIV/AIDS prevention, environmental initiatives

Learn more: cfgreateratlanta.org

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COMMUNITY FOUNDATIONS





LEFT TO RIGHT: Seattle Foundation president and CEO Tony Mestres with Seattle Sounders FC midfielder/forward and Give BIG 2[illegible] Seattle resident Lamar Neagle at an event to [illegible] Give BIG, an [illegible] through Seattle Foundation.

"THEY WANT TO ROLL UP THEIR SLEEVES, *not just write a check.*"

[illegible] Rose Roske, Seattle [illegible] philanthropic [illegible]

SEATTLE

Rebooting the old-school model of "donors," Seattle's active, tech-savvy philanthropists want to be "investors" instead. "They're interested in putting their capital to work in ways that generate positive community change," says Mary Grace Roske, Seattle Foundation vice president of marketing and communications. "They want to roll up their sleeves, not just write a check."

The foundation's framework, "A Healthy Community," supports a complex fabric of issues to improve the region's overall quality of life. One successful initiative it has supported is The Roadmap Project, a collective impact effort of community groups, school districts and philanthropists to increase academic achievement from cradle to career. By 2020, it aims to double the number of students in South King County and South Seattle on track to graduate from college or earn a career credential. The project has already been recognized with a federal Race to the Top grant and has succeeded in installing full-day kindergarten in all targeted schools, enrolling 25,000 low-income students for the Washington State College Bound Scholarship program and cutting ninth-grade suspensions and expulsions nearly in half.

One trend we're noting at Seattle Foundation is the involvement of entire families in philanthropy," Roske says. "We provide a 'Giving with Goals' curriculum that helps them identify collective values and areas of philanthropic interests, allowing them to combine the heart and science of philanthropy."

AT A GLANCE

Seattle Foundation

Leader: Tony Mestres, president & CEO

Founded: 1946

Assets: Nearly $1 billion

2014 giving: $[illegible] million

Active funds: 1,200

Areas of work: Arts and culture, basic need economy, education, environment, health/wellness and neighborhoods/communities, global development

Learn more: seattlefoundation.org

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COMMUNITY FOUNDATIONS

FOR THE GOOD OF THE COMMUNITY

According to the Community Foundations National Standards Board there are more than 750 community foundations in the United States. The first was founded in 1914 when Frederick Harris Goff started the Cleveland Foundation, saying "How fine it would be, if an individual who was f about to make a will could go to a permanently established organization and say, 'Here is a large sum of money. I want to leave it to be used for the good of the community, but I have no way of knowing what will be the greatest need 50 years from now. Therefore, I place it in your hands to determine what should be done.'"

UTAH

Utah is the last state to form a community foundation in the United States, capitalizing on opportunities to learn from other foundations while keeping a fresh outlook on innovative ideas. "Through smart philanthropy, we want to harness our state's well-known entrepreneurial spirit in service to the common good," says Alexandra Eaton, executive director of the Community Foundation of Utah. "People come to us with ideas they think are important for our state, and we work as a central hub and connector. We partner with others, collaborate and convene the stakeholders in our community."

Utah was one of the first states to become involved in "social impact bonds" and public-private partnerships to address pressing social issues with metrics illustrating outcomes. This innovative funding model of performance-based philanthropy, called Pay for Success, includes mission-driven investors who finance the up-front costs of delivering high-impact programs. If the predetermined goals are achieved, investors have the potential to earn a return on their investment.

In an effort to demonstrate that everyone can be a philanthropist, the foundation launched Love Utah Give Utah, a 24-hour day of charitable giving to nonprofits statewide. The initiative has raised $2.8 million for nearly 500 participating Utah nonprofits since its inception three years ago.

"One thing that people sometimes forget is that the person doing the giving also receives significant benefits," Eaton says. "I recently met with a very active philanthropist who's in his early 70s. He told me, 'It's a lot more fun to be giving when you're alive than when you're dead!'" ●

AT A GLANCE

The Community Foundation of Utah

Leader: Alexandra Eaton, executive director

Founded: 2008

Historical assets: $55 million

2014 giving: $[illegible] million

Active funds: 200

Areas of work: [illegible] homelessness, [illegible] health and the LGBT community

Learn more: utahcf.org



TOP TO BOTTOM: Lavine Shapiro (Utah Food Bank funds director), Alex Eaton (Community Foundation of Utah executive director) and Annette Bott (Utah Food Bank chief development officer) at the Utah Food Bank in Salt Lake City. A gathering at the National Ability Center in Park City, Utah, which empowers people of all abilities by building self-esteem, confidence and skills through sports, recreation and educational programs.

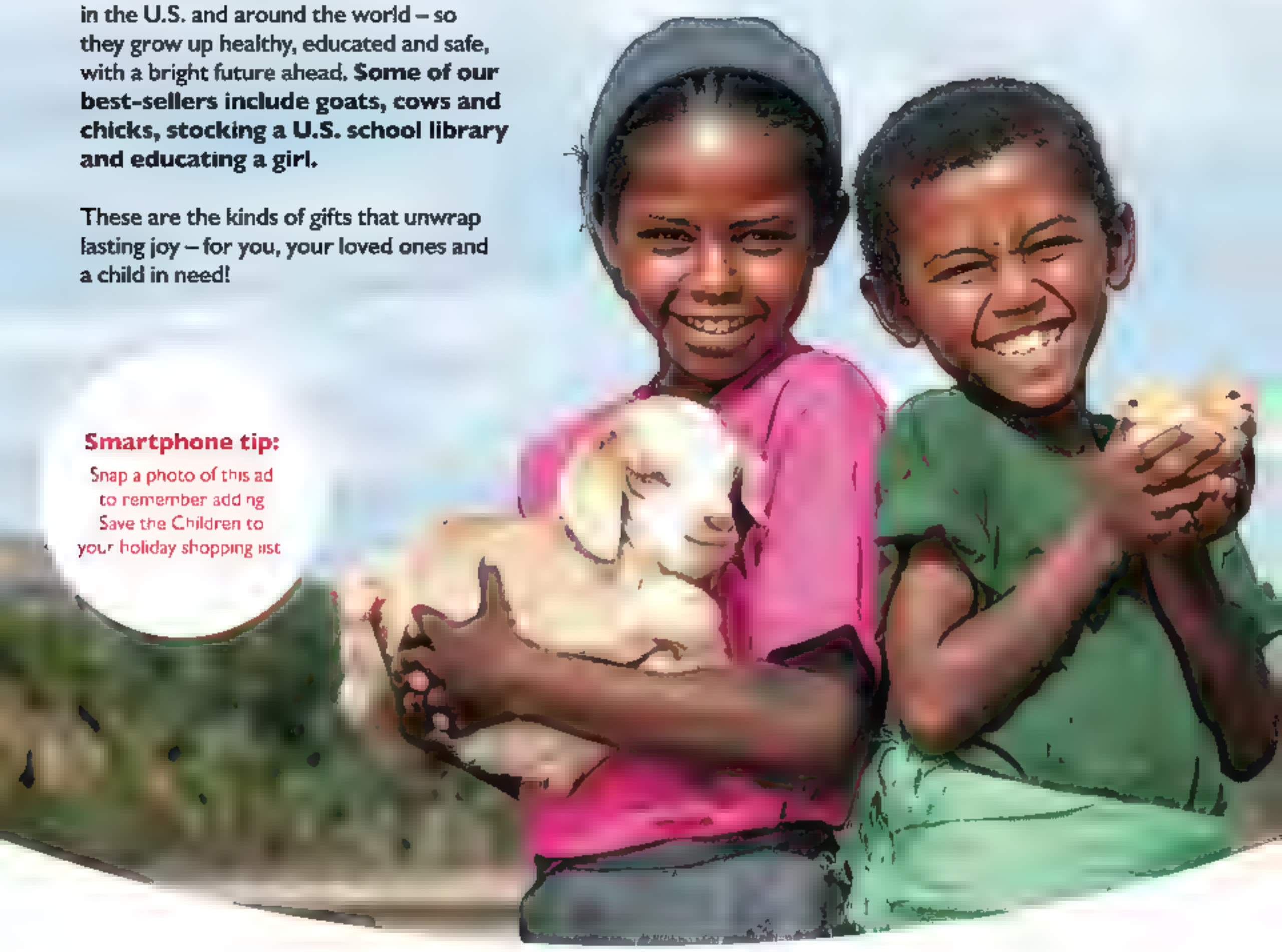


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Q & A

LEADING THROUGH GIVING

Q & A *with* BILL GEORGE



BILL GEORGE

Bill George, Harvard Business School professor, philanthropist and author of books including Discover Your True North: Becoming an Authentic Leader, *shares the keys to leadership through giving*

What was your earliest awareness of the importance of giving? Was it a priority in your family, and if so, how was that demonstrated and instilled in you?

My earliest awareness goes all the way back to childhood when my father and mother told me that their idea of tithing was to give 5 percent to the church and 5 percent to various charities. And they held to that. My father was involved in United Way and Rotary International, my mother was involved in what seemed like every organization in town … she was a leader of so many nonprofit, philanthropic organizations. So [the idea of giving back] was embedded in me very early on. It was about giving back in terms of money and time.

All of these things just made up the fabric of how we lived our lives and how my parents saw themselves. It's the old saying, "To whom much is given, much is expected." If you've been blessed with good opportunities and a reasonable standard of living, you have an obligation to give back to those who are less fortunate, whether it's through social service organizations, through church youth groups, visiting nursing homes—simple things. Singing Christmas carols at a nursing home in retrospect sounds kind of trivial, but it's how you get started.

Did you resolve to continue giving or was it just an extension of your upbringing?

I did [make a resolution]. I felt like there was an obligation to give back when I was in high school and college and throughout my life. But I do believe it goes beyond money—it's how you use your time.

How do you manage your philanthropy, particularly in light of the fact that there are seemingly infinite causes?

First of all, I think that this phase of life is "generativity." Erik Erikson developed and identified it—it is a stage of giving back. I carve out the time. You have to give priority to the time and say, "This is an important thing that I am going to do."

I mentor dozens of people on a regular basis and I'm always available to help them. My wife, Penny, chairs the George Family Foundation, and I'm very involved in that as well. For instance, today I'm at Georgia Tech, where we gave a $1 million grant to pay for students—about 50 or 60 a year—to go overseas as part of a global citizen program. I was at Duke yesterday, where we have a women's leadership program, talking about encouraging more female leaders. My wife is very deeply involved in the Penny George Institute for Health and Healing at Allina Health. We had a big seminar last week, she was on stage with two of the nation's leading integrative medicine doctors. Krista Tippett from "On Being" moderated and did a fantastic job. We have a program that we do through the Mind and Life Institute—His Holiness the Dalai Lama's extension in the U.S.—where we're helping to educate and develop more compassionate, mindful leaders. We're doing something similar with Sojourners for women and girls. Sojourners is a social justice organization in Washington D.C. headed up by Jim Wallis. That is just a handful of things we're doing. With all of these things, personal engagement is important.

How do you choose what to support?

My personal passion is leadership and developing better leaders, because I think leaders have such great impact. So that's where I'm devoting both my time and money—from the foundation and personal money as well—to [support] fellowships. Penny's passion is health care, because of her bout with breast cancer almost 20 years ago. She's continued to do a tremendous amount to bring a holistic approach to health care—mind, body and spirit.

You've said that successful leaders possess qualities such as empathy, compassion and courage. Do you think that giving back is an inherent impulse for leaders?

No, I don't. I think it depends upon their philosophy of leadership. Adam Grant wrote a book two years ago called *Give and Take* and if you're a giver, yes, it's inherent. But there are takers. They want to accumulate the most amount of money, live in a megahouse and not give back. I have a passion to change leadership, so that fewer leaders are just making a lot of money, not giving back and not being in community.

They left home with only
[illegible] army.

What would you take?



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Q&A

"WHEN YOU'RE HELPING SOMEONE, *you have more of a sense of well-being.*"

I quote the Buddhist monk Thich Nhat Hanh who said, "The longest journey you'll ever take is the 18 inches from your head to your heart." All givers and authentic leaders have to make that journey. The head is the IQ—it's the analytical side, the rational side. But you want to integrate that with your heart, which includes qualities like compassion, empathy and courage. Those are not matters you learn in school or at work—you have to experience those. You experience compassion when you work in a soup kitchen or you work in a hospital with people in difficult circumstances. You find empathy in an organization when you understand the lives of the people who work there, who are trying so hard but who have a lot of personal issues, too. And you have to have courage to put an organization together, to bet all your chips on a new initiative—and it may work or it may not. That's what we did with the Penny George Institute—[we] got behind something that was a radical change in health care. And now that it's more than 10 years old, it's having an enormous effect. But we didn't know at the time, the money could have all disappeared.

Can a sense of community be cultivated through giving?

Absolutely. People can come together through giving to an organization they care about and build a community. You can build a community on an arts board, you can build a community in a health care organization, you can build a community in an academic institution. I feel like we've done that around the fellows we've had at Harvard Business School.

In your book "Discover Your True North," you discuss "finding a 'sweet spot' that unites a person's greatest strengths with his or her intrinsic motivations." How does that apply to transformative giving?

I think your "sweet spot" is where you have a passion for something and you use your strengths toward it. In my wife's case—with the Penny George Institute—she has a passion to make medicine more holistic, to look at the whole person. And she's really good at working with people and being a leader from underneath, encouraging and empowering others. In chairing the Penny George Institute Foundation board she uses the board really well and lets them do the heavy lifting. And over 10, 12 years, I've seen how integrative medicine has changed. Now that's what people want, it's a movement. People want to lead healthy lives and they've realized they want to be looked at as whole people. It's transforming much of our society, and I think it's wonderful. I'm not saying we did that, I'm just saying that we were a small part of that movement, getting behind it.



I'm really passionate about changing leaders, because I've seen how bad leaders have destroyed organizations and how great leaders have built them. So I'm willing to use my strengths—which are mentoring, coaching and working with people—to help develop better leaders.

I would say it's created a change in the leaders we develop at Harvard Business School. I have created a new way of teaching that involves small group work, without faculty members, for over half the time in the courses I teach. People are learning from and supporting each other and they're taking that small group idea out into the world. I think it has had a transformative effect. . . . They tell me that it's the most impactful thing that they've done, and that's very gratifying. All I'm doing is creating the environment, but it reinforces these values and the importance of building for the long term.

What advice would you offer to others who want to give of their time or resources?

The best advice I can offer is to focus on your passions. Take one or two things that you really care about and focus on those. Combine time and giving, so that you're personally involved. Otherwise, you won't get the satisfaction out of it, and when you give your time, you can help that organization do better work. . . . You can inspire the people who are working in that organization and share your own experiences. A lot of people say, "I don't have the time." Well, take the time. It helps you grow as a human being. We become more effective leaders and more integrated human beings. When you're helping someone, you have more of a sense of well-being. ●

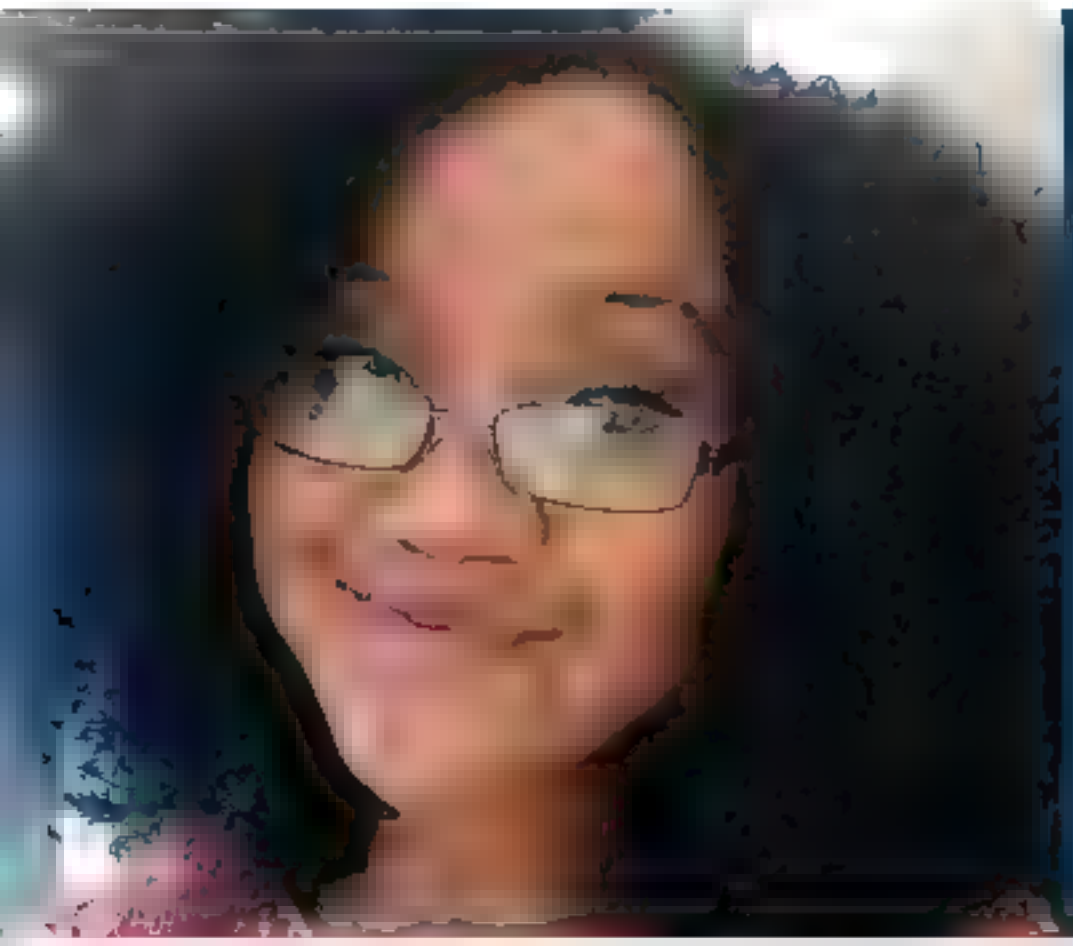


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Charlene Hinton, 2014 Scholarship Recipient

Within a month of her high school graduation, Charlene found herself homeless, hungry, and wandering the streets, her dream of attending college in peril. Though she was able to secure enough grants and loans to get started, affording tuition was a constant struggle. Thanks to a multi-year scholarship from Scholarship America, Charlene's goal of becoming a business technology leader is within reach.

Building pathways to prosperity through affordable higher education.

Nearly 60 years ago, an optometrist in Fall River, Massachusetts had a simple but profound idea—if everyone in his community gave just a dollar to an educational fund, it would be enough to help nearly every student in the community attend college. Dr. Irving Fradkin called his plan Dollars for Scholars® and it has expanded into what today is the nation's largest nonprofit, private-sector scholarship and educational support organization—Scholarship America.

Since 1958, Scholarship America has distributed $3.1 billion to more than 2 million students, mobilizing America, through scholarships and educational assistance, to make postsecondary success possible for all.



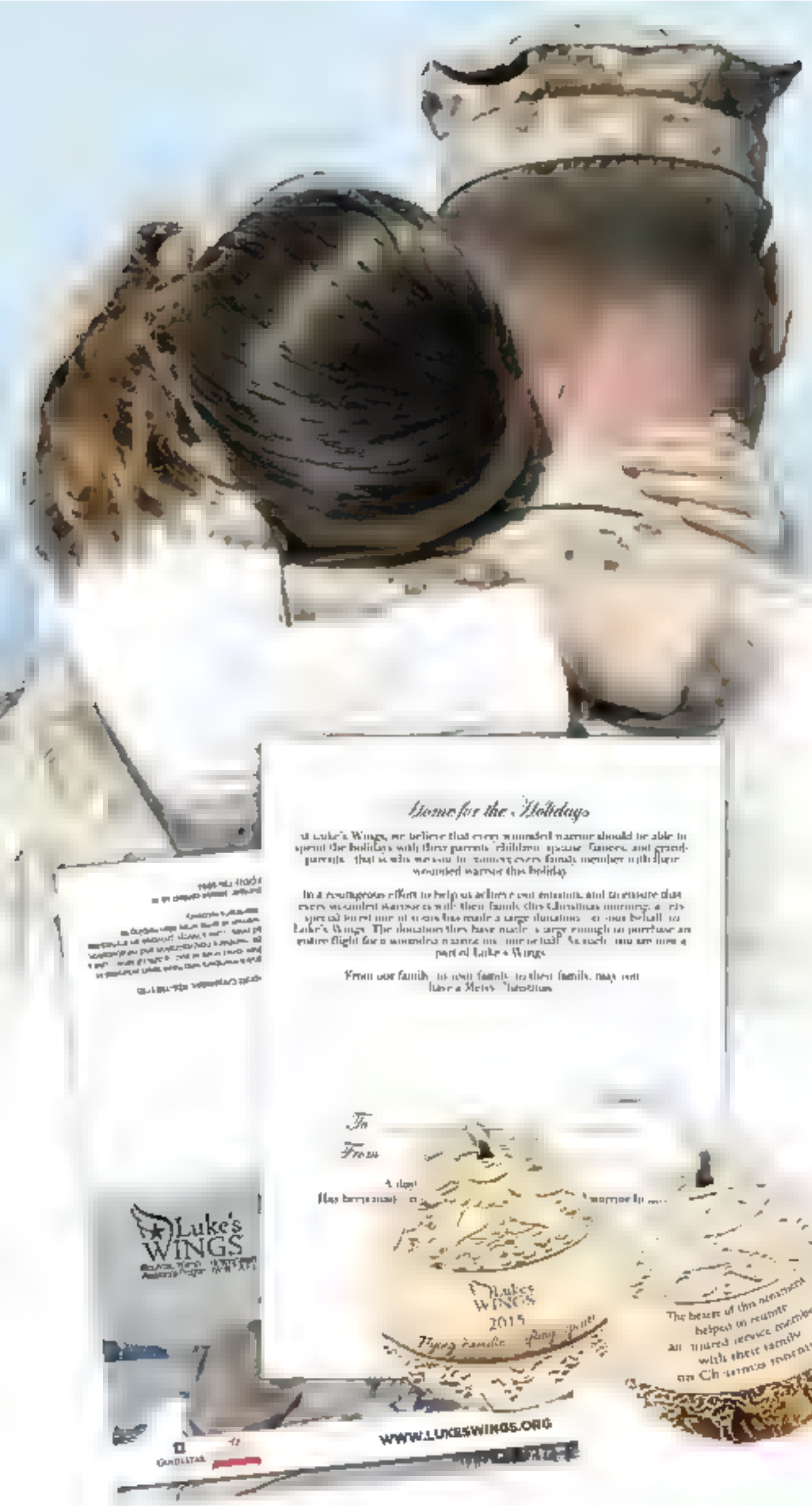
"The greatest resource this country has is not oil or gold, but the minds of young people."

Dr. Irving Fradkin, Scholarship America Founder, pictured with friend and donor, Katie Couric

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PLANNED GIVING

THE GIVING JACKPOT

Smart charitable giving benefits the giver as well as the recipient

by ROSS LEVIN

As a financial planner, it is somewhat embarrassing to admit, but when the lottery gets really big, I always buy a ticket

What's even more embarrassing is that I find myself negotiating with God regarding how much we'll give to charity if we win. I start at half the jackpot, then keep talking myself down. These conversations make me realize that winning the lottery makes it far more difficult to want what you already have and, in some ways, to feel like you have enough. Paradoxically, no matter what stage of life you are in, the best way to become comfortable with your money is to start giving some of it away.

Although research shows that increasing our charitable spending increases our happiness more than does any income increases, it doesn't explain why. But common sense may provide the answers.

We encourage our clients who wish to develop a giving plan to start with a percentage of their income while they are earning and a percentage of their net worth once they retire. Where they give is less important than their commitment to giving. Once the percentage is established, it gets worked into their cash flow like any other regular commitment such as a mortgage payment or 401(k) contribution. By doing this, we have often found that a funny thing happens. Clients with a regular charitable commitment often are less anxious about their money. We theorize that the act of giving is a tacit acknowledgment that "I have enough and I will be okay." If we increase our giving, we are reducing our grasping and thereby lowering our money anxiety.



ABOVE: Ross Levin is the founding principal and president of Accredited Investors, Inc.

Giving may also assuage any guilt we feel about our success. While we have worked hard for our money, all of us have felt a pang when we see someone struggling. At the most basic level, we have a sense of interdependence that gets triggered by the misfortunes of others. The problem is, if we give only out of guilt, we are still not connected to our money in a healthy way. We have had many clients of inherited wealth who feel a sense of shame for what they have and want to give all their money away. The first step with these clients is not to establish a giving plan, but to get them to understand their motivations. As you determine your own approach to giving, try to use your money to support your values rather than to define them.

There is always a financial cost to giving—no matter how intricate the planning is. But there are certain ways to give that are more efficient than others.

Do you own stocks that have appreciated over the years? Then you want to use those to fund your charity. By gifting this stock, you get a full charitable deduction for the donation and avoid paying capital gains tax on the stock you gift. Most charitable organizations are set up to receive stock, but if you are not sure where you want to give, then establishing a donor advised fund will serve you well.

Many brokerage and mutual fund companies (Schwab, Fidelity and Vanguard, for example) offer DAFs.

TOP LEFT TO RIGHT: The American Cancer Society's Atlanta Making Strides Against Breast Cancer walk; Scholarship recipients from the class of 2015 receive graduation stoles at Scholarship America's From Dreams to Degrees education dinner







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PLANNED GIVING

RIGHT: In Baoura Tawa, Niger, teen girls participate in the girls' safe space part of the Sawki program organized by Mercy Corps. Girls learn about life skills, respectful behavior, hygiene, basic financial management, healthy choices, nutrition, the risks of early childbirth, and the rights to education, marrying at a later age, from mentors





You can put your appreciated stock into a fund established in your name and then direct the fund to make gifts to qualified charities of your choosing, with certain minimum gift sizes. The reason this is allowed is that the donor advised fund is actually the owner of your account and, technically, you are suggesting the charities for the gifts.

Do you want the fees from your DAF to serve the area in which you live? You can set yours up at a community foundation. While often the costs are higher and the initial donation requirement is larger than the funds offered at brokerage firms, community foundation staff can help you find charities that fit your values. They even offer events you can attend to learn more about what is happening with local nonprofits in your community.

The poet Rilke wrote, "Ultimately it is on our vulnerability that we depend." This vulnerability opens us to experiences that we may miss as we fight to protect ourselves. Accessing your vulnerability through your charitable giving can lead to many other changes. One of our clients became quite active in a community foundation as an entrée into a city where the couple relocated. The foundation connected them to causes where they spend most of their volunteer time.

There are other ways to give. Often clients have charities named in their wills. By letting the charity know your intent, it may establish new programs as a current tribute to future givers.

If you are over 70 1/2, you may be able to directly give your required distributions from your retirement plan to charity. While this privilege has yet to be legislated for this year, most advisers think it will be approved.

Harvard professor emeritus Howard Stephenson suggests four things that make us feel successful: achievement, significance, legacy and happiness. A well-constructed charitable plan provides all of these—and it may feel better than winning the lottery. ●

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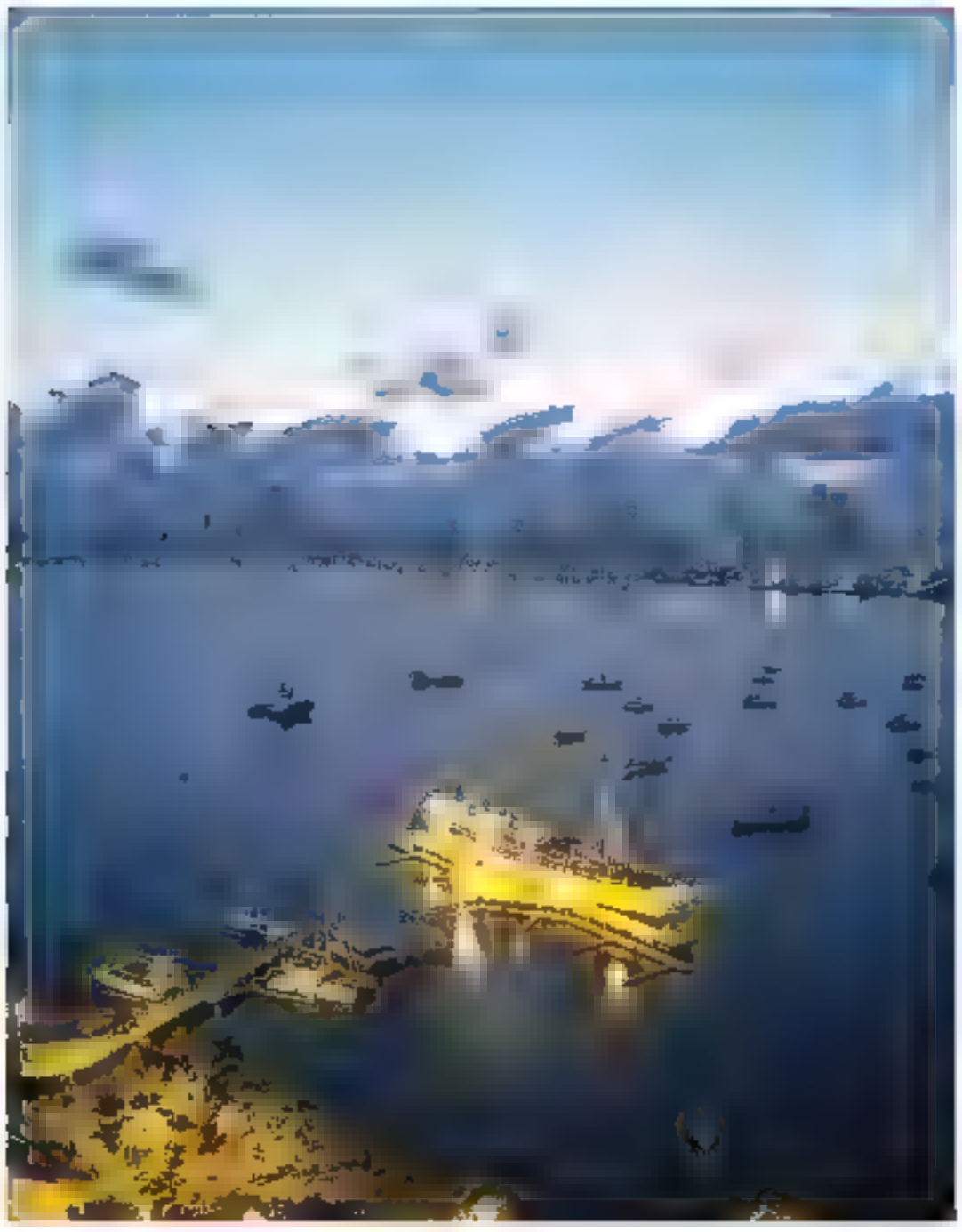
COLOMBIA

COLOMBIA—RICH WITH HISTORY, DIVERSE NATURAL BEAUTY, ARTISTIC TRADITIONS AND WELCOMING PEOPLE—CASTS A SPELL ON TRAVELERS.

BY GINA CZUPKA



ROMANTIC COLONIAL CITIES / CARIBBEAN CULTURE / VIBRANT ART SCENES / EPIC LANDSCAPES, FROM BEACHES TO MOUNTAINS





Cartagena is the crown jewel of Colombia's Caribbean coast, a region studded with alluring cities and dramatic landscapes.





Colombia is many things—historic, geographically diverse, the rising star of South America's constellation of destinations. But more than anything else, Colombia is exuberant. It is a country where colors burst, like hot pink bougainvillea tumbling in a tangled mass over the balcony of a saffron-gold colonial house. Its music is brassy and bright, luring even the most reluctant wallflowers to step onto the dance floor. Its food, from straight-out-of-the-water seafood to a Technicolor spectrum of tropical fruits, tempts with vivid new flavors. Life in Colombia is life lived boldly and its magic is potent for visitors.

Savvy jet setters long have been whispering Colombia's praises, hoping to keep the secret to themselves. But the volume is clearly turning up—tourism infrastructure is growing and the country's economy has shown healthy stability. Between 2012 and 2014, foreign tourism in the city of Cartagena de Indias alone has outpaced global growth by 13 percent on average. In the first half of 2015, it grew at a rate of 19.5 percent; and between January and August, visits by American travelers skyrocketed by 40 percent. The ease of accessing Colombia is a logical explanation for that uptick—the number of flights from the United States is steadily growing, Americans don't need a visa to visit and the exchange rate is favorable.

CARTAGENA DE INDIAS

Sun-soaked and wrapped in romance, this city can't help but mesmerize travelers.

Cartagena is the crown jewel of Colombia's Caribbean coast, a region studded with alluring cities and dramatic landscapes that range from beaches and rain forests to deserts. The city, established in 1533, is a beauty that shows its age gracefully. The *centro historico* (or El Centro) is the heart of Cartagena. It is also a UNESCO World Heritage Site, an Instagrammer's dream and a portal into the world of Gabriel Garcia Márquez—Colombia's late, beloved winner of the Nobel Prize for Literature who set many novels in locations inspired by the city.

Plan to spend at least one day—or even more—wandering the old city's streets in the shadows cast by brightly painted colonial mansions and their ornate wooden balconies. Soaking in the atmosphere is the goal, so don't be afraid of getting lost. The numerous plazas serve as navigational tools as much as places to rest and do a little people-watching. Keep an eye out for street vendors selling fresh fruits and juices, arepas and *patacones* (smashed plantain patties) and for *paleta* (ice pop) shops to sate your hunger and turn the heat down a notch.

The defensive walls that helped protect the city from pirates and enemies during its earliest centuries still encircle the *centro historico*, and they are an essential part of any day of exploration. The section that runs parallel to the sea includes multiple defensive bulwarks; one now houses a museum (the Fortification Museum) and in others, bars, cafes and restaurants provide ideal settings to enjoy some refreshments. For added romance, take a walk along the walls as the sun begins to set—it's a popular time for people of all ages to take in the views.

Just outside the walls is the neighborhood of Getsemani, which is steadily building a reputation as the coolest spot in











CLOCKWISE FROM FAR LEFT: Cartagena Bay; A Palenquera woman, Looking down from Monserrate in Bogotá, Plaza de la Aduana Cartagena; Santa Catalina de Alejandria cathedral, Cartagena; Plaza Botero, Medellín A horse-drawn carriage, Cartagena.

the city. Getsemani is anchored by La Plaza de la Santisima Trinidad, set against a mango-hued 17th-century church, and like the centro historico, it's highly walkable. A number of boutique hotels has popped up along Getsemani's narrow, characterful streets, but it's equally—if not better—known for its restaurants and nightlife. Plan to come for dinner and then stay on for drinks, dancing and live music into the wee hours.

Cartagena's location on the Caribbean means 365 days a year of sunshine and warm water, and day trips to enjoy diving, sand and sun are simple to arrange from the city. Playa Blanca on the peninsula of Baru and the archipelago of Islas del Rosario are within easy reach of Cartagena and boast the idyllic beaches dreams are made of, complete with swaying palm trees, soft sand and bright blue waters.

Even as it grows, Cartagena retains the charm that put it on so many people's must-see lists—the historic center was recently certified as a sustainable tourism destination in line with international standards by Icontec, the Colombian Institute of Technical Standards and Certification

BOGOTÁ

Colombia's capital city is urbane and overflowing with a spirit of creative energy.

Colombia's capital city is enormous, but it's easy to get oriented—just think of it as being laid out along a line parallel to the mountains that form the city's backdrop. On the southern end, there's a large cluster of cobbled streets, colonial houses and grand churches—that's La Candelaria, the district where Bogotá was born nearly 500 years ago. On the northern end are glossy high rises, glamorous shopping and farm-to-table bistros in the trendy neighborhood of Usaquen. Any visit to Bogotá should touch both extremes, within each area and between them, you'll find extraordinary museums (Museo de Oro and Museo Botero), gourmet enclaves with scores of restaurants (the Zona G area) and even a church complex atop a mountain (Monserrate) that offers sweeping city views.

MEDELLÍN

The "city of eternal spring" is in full bloom.

Medellin sits in a lush valley, surrounded by mountains and blessed with mild temperatures year round. But that's just one reason the city has become a must-see in Colombia. Public-private partnerships have been at the core of Medellin's emergence as a tourism hot spot; investment in public transportation (the city has both a train system and a cable car transit system), parks, libraries and museums has fostered a buoyant spirit of creativity and local pride. For visitors, that translates into a welcoming, easy-to-navigate city chock full of things to see and do. Don't miss the city's artistic highlights—such as the Plaza Botero and the Museo de Arte Moderno—or the opportunity to learn salsa or bachata dancing.

Colombia wows visitors with its sheer diversity—from Cartagena's historic elegance and Bogotá's bold swagger to the tropical perfection of the Caribbean coast and the emerald-green mountains surrounding Medellin. Add to that a welcoming population and it's easy to see why so many travelers are lured to the country.

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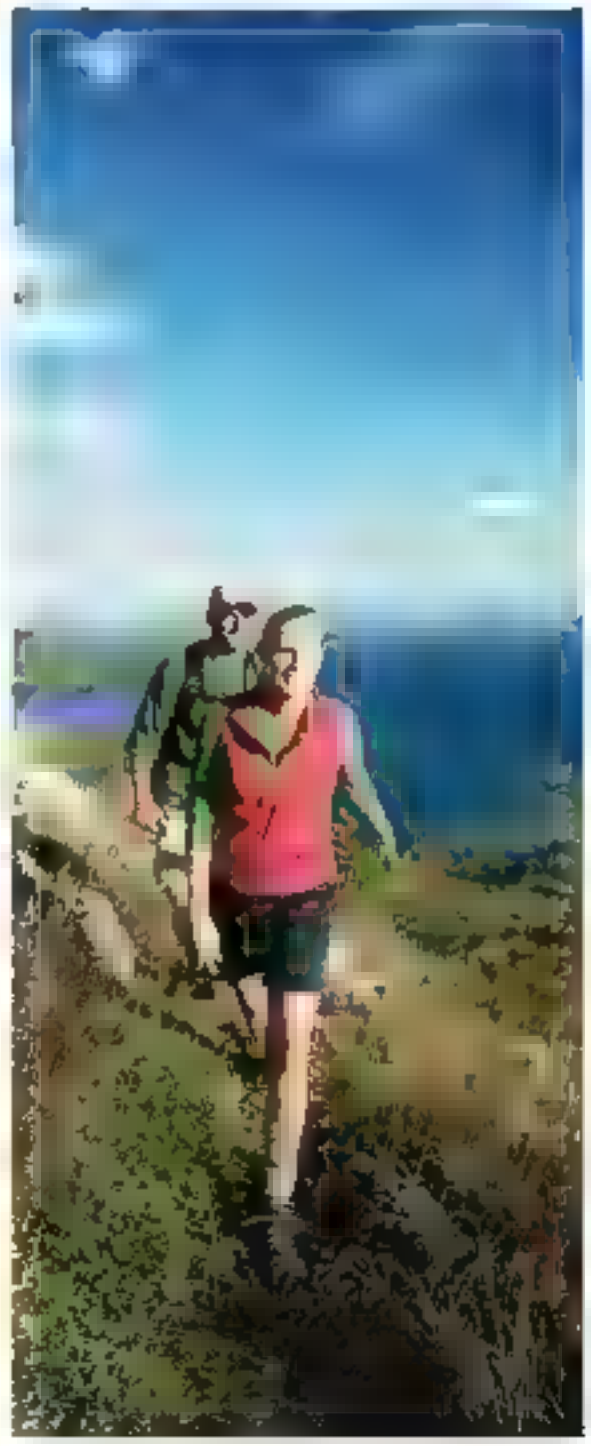
PWM

Maine



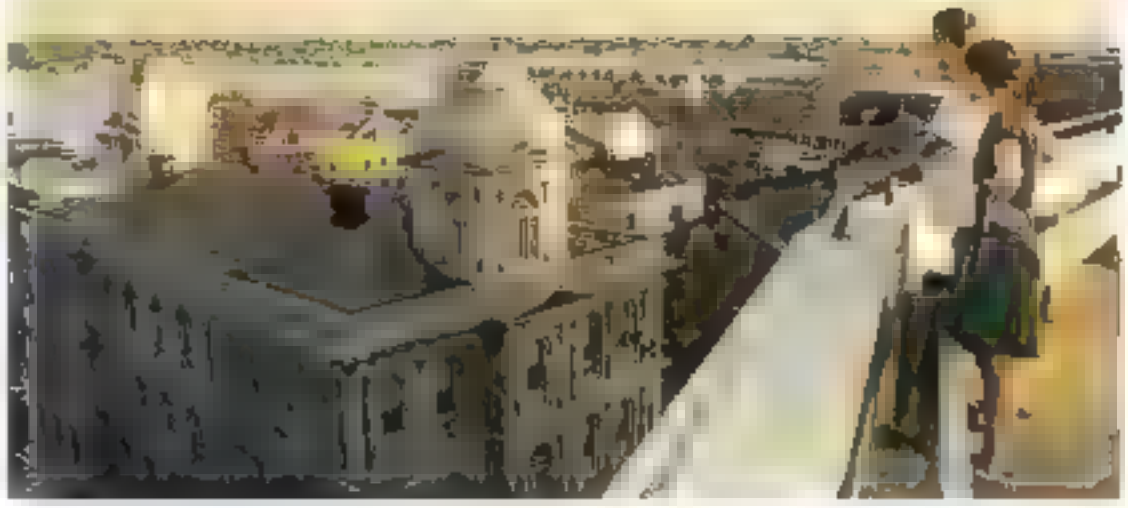


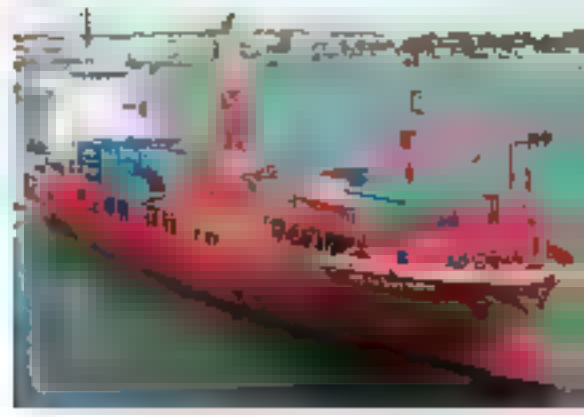












CLOCKWISE FROM TOP LEFT: Maine State House in Augusta; lobster boat; Mount Katahdin; Mathews Brothers Company; Elmskip container vessel; Hiking Mount Kineo; Portland.

BUSINESS:

THE MAINE ATTRACTION

Maine packs a surprising business punch, offering strength across a spectrum of industries from shipping to bioscience to tech.

TRAVEL:

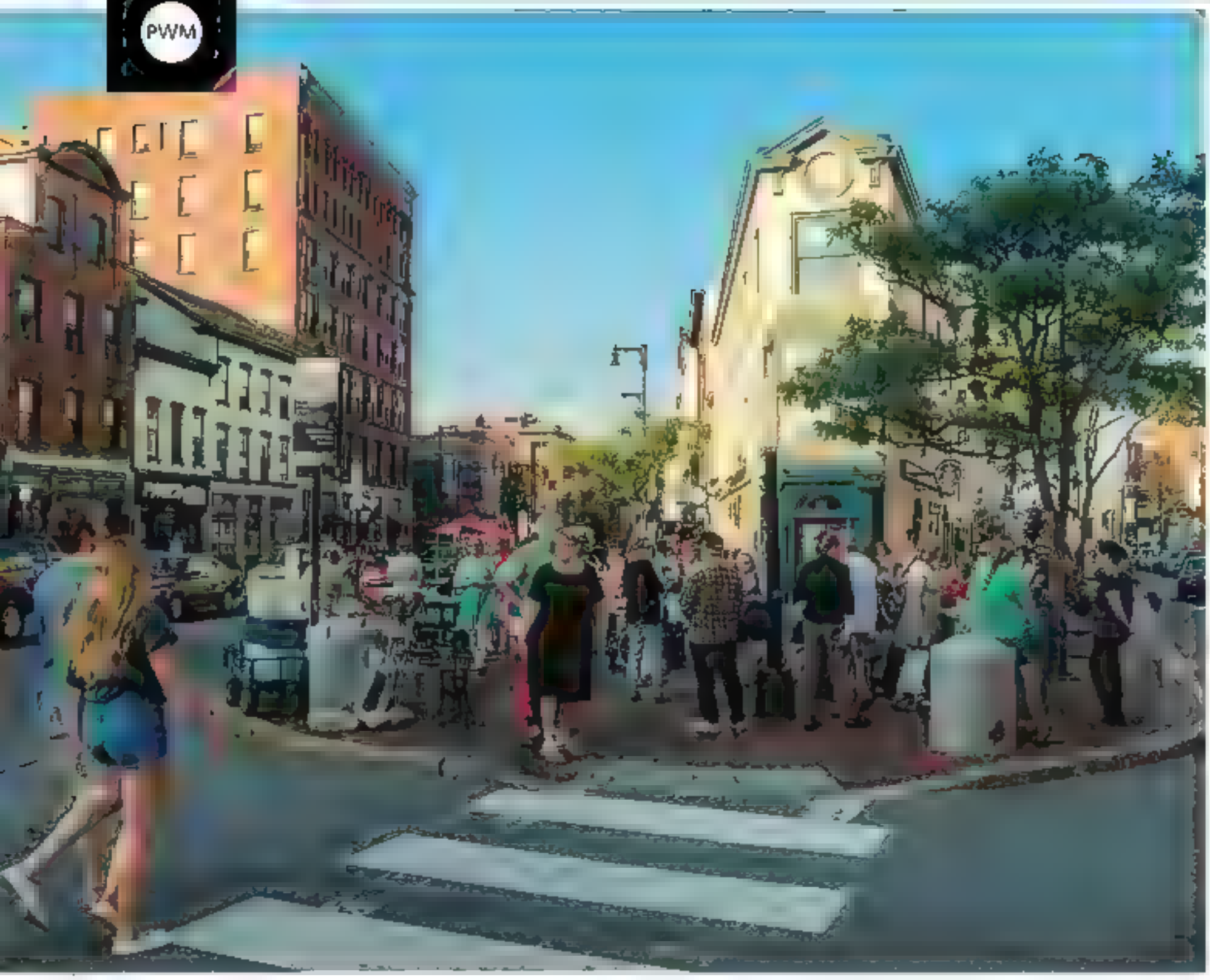
NORTHERN LIGHT

Maine delivers on its promises, giving visitors an irresistible combination of scenic shorelines, wild woodlands and welcoming cities imbued with artistic spirit

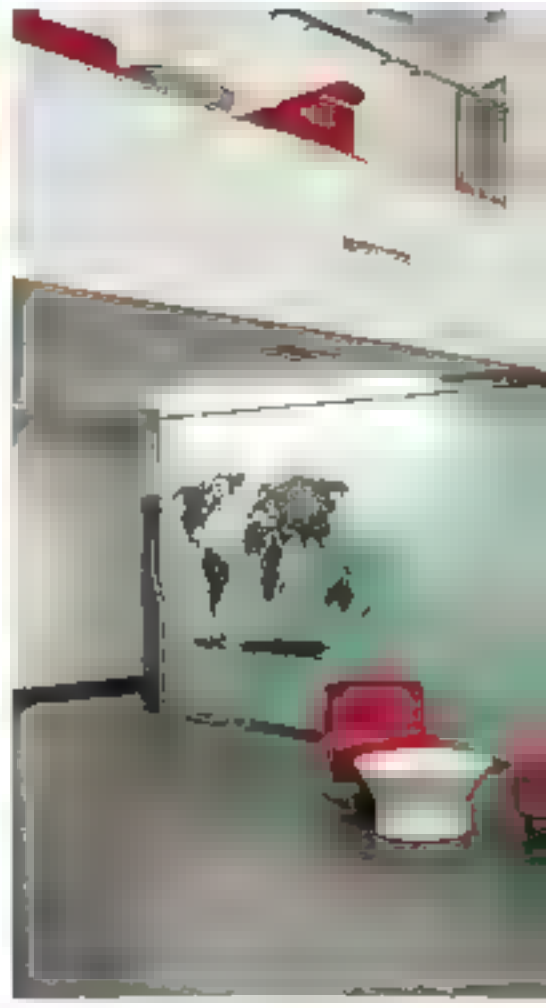
Q & A:

GOVERNOR PAUL LEPAGE

The born-and-raised Mainer shares insights on the best ways to enjoy the state all year long.







The Maine Attraction

MAINE'S REPUTATION FOR SCENIC BEAUTY BELIES A VIBRANT ECONOMY DRIVEN BY YANKEE INGENUITY AND HARD WORK. **BY LORI VALIGRA**

▶ Maine used to be considered the end of the line, the terminus for Interstate 95, which runs roughly parallel to the Atlantic Ocean from Florida to the Canadian border. A common saying in the state was "You can't get there from here." But the state has made great strides in recent years to change that. It's upgraded the International Marine Terminal in the Port of Portland and extended rail lines north to Canada and south to New York. And it's created duty-free foreign trade zones, such as the one in the former Brunswick Naval Air Station, which has been turned into an industrial park with a business incubator that includes a high-performance athletic-gear maker and more than 15 other science and technology start-ups.

"The advantage of our state is that we border Canada and can get into that market quickly by rail, water and truck," says Governor Paul LePage of the state's largest trading partner. "And eight hours north or south, we have 60 million people to market to."

The governor says that the largest part of Maine's business activity is along Interstate 95, because the bulk of the population is there. The route runs through Biddeford in the south, then onto Portland, Lewiston-Auburn, the state capital of Augusta, Bangor and then to the Canadian border in Houlton.

With a total population of only 1.3 million, which translates into 37 people per square mile, Maine doesn't seem like an obvious place to do







CLOCKWISE FROM FAR LEFT: Congress Square, Portland; Portland International Jetport; Vets First Choice; WEX headquarters.

business. But as the governor points out, with its ports, airports and proximity to Canada, Boston and New York, small becomes large.

Maine is known for its natural beauty, including Acadia National Park on Mount Desert Island. What might not be as well known is that Bar Harbor, the island's main town, is home to two internationally renowned laboratories. The Jackson Laboratory breeds the world's largest variety of genetically defined laboratory mice and the Mount Desert Island Biological Laboratory is a center for regenerative medicine.

And while most of Maine's businesses are small or medium-sized, the state also has some giants. Portland—the state's largest city—and the greater Portland area are home to WEX, a global corporate payments solutions company, and IDEXX Laboratories Inc., which makes diagnostics for animal health and tests for water and milk quality. Portland also has become a focal point for innovation: Start-up companies and investors swarmed to Start Up & Create Week in June and AOL founder Steve Case brought his "Rise of the Rest" bus tour in October to give $100,000 to one lucky start-up company.

Mainers are known for their strong work ethic and ingenuity, which the governor says comes from the prevalence of agriculture and forestry activities. "We will use rope and [bandages] to make anything work," he says.

The state also has a worldwide reputation for well-made products. The "Maine Made" marketing program, for example, has a juried review process for companies wishing to put that moniker on their products. Products with the tag are displayed at airports, kiosks and specialty retailers throughout the state.

While he acknowledges that Maine has its challenges, George Gervais, commissioner of the Maine Department of Economic & Community Development, says there are investment initiatives that offset any downsides. Plus, he says, the natural resources are phenomenal and the transportation infrastructure supports growth in the state. "And there's no better place to live and work."

He points to positives such as the Pine Tree Development Zone Program, which helps incentivize new private investment and job creation in both new and existing Maine businesses by providing access to corporate tax credits, sales and tax exemptions for personal and real property, withholding tax reimbursements of 80 percent and reduced electricity rates. Last year, more than 280 Maine businesses participated in the program. He also mentions the Maine Technology Institute, which offers funding and loans to innovative early stage companies.

"Companies aren't familiar that this is going on in Maine," Gervais adds. "We have a depth of companies here, despite a small population base."

Technology: Building an Innovation Economy

Melissa Smith, president and CEO of global corporate payments solutions company WEX, agrees that there's much more to the business environment in Maine than most people think.

Smith says her company's success is all about being innovative. WEX pioneered virtual payments for the travel industry 15 years ago and now represents most global online travel agencies. It employs more than 2,000 people in 10 countries, a large jump from the 600 employees it had 10 years ago when it became a public company.

While it can be a challenge to recruit talented people compared to large cities such as New York City, Smith says it can be difficult to hire certain types of employees anywhere. The com-

My Maine

PAUL LEPAGE

GOVERNOR

LOCAL ROOTS: was born, raised and educated in Maine. It's where I have chosen to raise my family and spent the majority of my career.

FAVORITE EATS: Lobster on the coast. The Italian Bakery on Bartlett Street in Lewiston—my favorite is the coffee roll. DaVinci's Eatery in Lewiston has great seafood and pasta as well.

MUST-SEE: Point Lookout, Northport and Boothbay Harbor.

ONLY HERE: Aroostook County people, they are one-of-a-kind in St. John Valley. It's worth the trip!

TRAVEL ADVICE: Experience summer on Maine's coast from Kittery to Calais and winter at Maine's ski resorts, Sugarloaf and Sunday River. Also, grab a Maine Wine Trail passport at Mainewinetrail.com.

PERFECT DAY: Breakfast in Belfast overlooking Sears Island, Searsport and then lunch at Jordan's Restaurant in Bar Harbor. Try the haddock burger! Finish off the day with golf at the Samoset Resort in Rockport and have dinner at their restaurant.



COREY TEMPLETON, CONGRESS SQUARE; ROBERT BENSON, JETPORT; PHOTOGRAPHY, VETS FIRST CHOICE; HOLT, CHRIS ANDREW, WEX

"PEOPLE WHO WANT TO BE HERE CAN MAKE IT WORK, WHETHER YOU'RE AN ENTREPRENEUR WITH AN EARLY STAGE COMPANY OR A LARGER COMPANY WANTING TO GROW"

— PETER DELGRECO, PRESIDENT AND CEO OF MAINE & CO.

pany funds scholarships to students heading to college (and those already enrolled in college programs) as a way to support its community and grow future employees, especially in the STEM—science, technology, engineering and mathematics—fields.

Smith adds that Mainers are resourceful. "It's a form of innovation," she says, noting that the personal finance website NerdWallet recently ranked Maine as the 11th most-entrepreneurial state in the country.

WEX has been growing quickly and has agreed to buy Electronic Funds Source for nearly $1.5 billion in cash and common stock in its largest acquisition so far.

Texas-based Tyler Technologies was attracted to Maine by the companies it discovered and acquired in the state. The company, which supplies software and services to the public sector including state and local government, entered Maine by acquiring local company Munis in 1999. But it is the quality of the workforce that has made Maine a desirable place to expand the company's presence, says John Marr Jr., president and CEO of Tyler Technologies and former president of Munis. The company has about 600 employees in Maine and plans to add another 500 as it expands over the next 10 years.

"We've found there's a well-trained, sophisticated pool to draw from," he says. "Our company's success and value to clients is based on employees with subject matter expertise."

One local company that helps entice companies to come to the state is Maine & Co., a private, nonprofit organization funded by the business sector.

Peter DelGreco, president and CEO of Maine & Co., says being close to the Route 128 belt in Boston, one of the top centers of new venture creation in the world, helps his efforts, as Maine has cost and workforce structures that work well for high growth companies looking to scale their operations. He cites athenahealth, a Massachusetts-based health care information technology services company, which plans to add another 400 workers to the 800 it already has in its Belfast, Maine office.

"People who want to be here can make it work, whether you're an entrepreneur with an early stage company or a larger company wanting to grow," he says.

That was the case with Sun Life Financial, a Toronto-based company that provides a range of insurance products and services. In April, Sun Life set up a satellite office in Scarborough called the Sun Life Center for Healthy Work.



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MAINE MADE
AMERICA'S BEST

It has about 75 employees there and plans to expand to 200 in the next few years.

"Maine was a logical place because of the people and talent in our industry," says Scott Beliveau, senior vice president of group and voluntary insurance at Sun Life Financial U.S. in Wellesley, Massachusetts.

Logistics: Growing By Land, Sea and Air

In 2009, the Maine Port Authority leased the International Marine Terminal from the city of Portland. Expansion of the terminal kicked off in 2010, the same year that Portland got $5 million of a total $14 million federal Transportation Investment Generating Economic Recovery grant to the state to help fund improvements at its three deep-water ports—Eastport, Searsport and Portland. The upgrades at the International Marine Terminal paid off handsomely when Reykjavik, Iceland-based shipping company Eimskip moved its U.S. port of call to Portland in 2013.

"Based on a relatively small investment, we were able to attract them to Portland," says John Henshaw, executive director of the Maine Port Authority.

The top industry exports from Maine to northern European countries from 2012 to 2014 were pulp, paper and paperboard mill products, at $59.4 million, or about 15 percent of Maine's total exports, followed by aerospace products, converted paper products, instruments, pharmaceuticals, plastics products, timber and fish.

Maine also benefits from two large airports. The Portland International Jetport, located about five miles from downtown, serves more than 1.6 million passengers a year. Two hours to the north, Bangor International Airport handles 489,977 passengers a year.

Because of its mountains, national and state parks and nearly 3,500 miles of coastline, tourists from around the world flock to Maine through the four seasons to fish, kayak, hike or simply to enjoy getting out in the wilderness.

"Tourism contributed $7.95 billion directly and indirectly to Maine's economy in 2014," says Carolann Ouellette, director of the Maine Office of Tourism. The industry supports approximately 95,000 jobs, including those in hospitality, restaurants and retail stores. That makes tourism one of the top-three contributors to Maine's economy, Ouellette says. Wood and paper products as well as agriculture, fisheries and health care also are top contributors to the economy.

LePage adds that between May and September, approximately 35 to 40 million people visit



University of Maine professor of agronomy Gregory Porter directs the potato breeding program, which partners with the Maine Potato Board to develop new varieties for the state's potato industry.

UNIVERSITY OF MAINE



"YOU CAN HAVE A CHALLENGING CAREER IN A WORLD-CLASS LIFE SCIENCES COMPANY AND HAVE ACCESS TO JAMES BEARD AWARD-WINNING RESTAURANTS"

— JAY MAZELSKY, EXECUTIVE VICE PRESIDENT OF IDEXX

Maine's beaches, camps and parks. "In the summer, Maine is one of the most populated states in America," he says.

Bioscience: From Pets to World-Class Labs

In the complex and ever-expanding field of bioscience, Maine has some standout technology in both companies and research facilities.

Greater Portland has a cluster of veterinary companies: IDEXX, which makes diagnostics and other tests for pets and farm animals; Vets First Choice, which offers prescription and other services to veterinarians; and Putney, a veterinary pharmaceutical company.

IDEXX sparked the cluster when it started in 1983 with five employees. Today, it's grown to more than 7,000 people globally, 2,400 of whom are in Maine. Like WEX, IDEXX pins its success on innovation, despite being a large company. In July it started selling a test that identifies the onset of kidney disease, the leading cause of death in cats and dogs. By identifying the disease earlier, the company hopes owners can change their pet's diet and potentially prolong its life.

The company also has diagnostics to help keep herds of livestock and flocks of poultry healthy and to test the water they drink and the milk the livestock produce to assure its safety. Last year, it invested $35 million to expand its world campus in Westbrook, hiring 80 full-time people in Maine and 120 elsewhere.

"You can have a challenging career in a world-class life sciences company and have access to James Beard award-winning restaurants," says Jay Mazelsky, an executive vice president at IDEXX.

He says the veterinary cluster companies complement each other and create a local pool of talented workers.

That's important to Vets First Choice, a growth stage company that offers online veterinary pharmacy and prescription-management services. The idea is to help small veterinary practitioners better manage their pharmacy and prescription services, allowing them to give pet-owner clients easier and less expensive options for getting medications and being reminded when Spot needs a refill.

"Most U.S. households are pet owners who are busy professionals traveling around," says Ben Shaw, CEO of the Portland-based company. "With new technology and innovations, we figured out how to partner with veterinary practitioners for convenience. They have to innovate and compete."



There's so much demand for the service that Shaw has built a $45 million company in less than five years and this summer raised more than $52 million from investors to expand. He plans to add 100 employees by the end of 2015.

Shaw credits local companies, including IDEXX, with creating the environment to start a company such as his in Portland. "IDEXX is an academy of general management talent and people with great experience. We benefit from their giving Maine a good name," says Shaw, whose father, David Shaw, founded IDEXX. "Maine is a great selling point for a company. You can live here or live life in a traffic jam."

Along with strong bioscience companies, Maine has world-class research facilities such as The Jackson Laboratory, founded in 1929. It conducts genetics research — some of it on mice that it breeds and also sells to researchers throughout the world. The company has 1,735 employees on three campuses; the largest of those, its Bar Harbor campus, currently has 1,245 employees and will expand to employ 1,450 people over the coming year.

That, in turn, makes a large impact on the local economy in Bar Harbor and in Hancock County, where it is the largest employer. It is the 20th-largest employer in Maine. In a June 2014 report, research company Planning Decisions Inc. of Portland found that the lab's impact on the Maine economy in fiscal 2013 was $388 million in revenues, 2,800 jobs and $160 million in pay and benefits.

"We sell products and services to 22,000 labs in 56 countries," says Dr. Edison Liu, president and CEO. "Our contribution is also to knowledge creation and useful services to entice the biomedical community." He's quick to point to Dr. George Snell, who won the Nobel Prize in 1980, and three other Nobel laureates who had their first experience with science at The Jackson Laboratory.

LePage says the state also emphasizes moving from basic research to products to sell. "Most states do R & D," he says. "In Maine we like to do R & D & C, with the 'C' standing for commercialization."

Manufacturing: A Revival for Old Factories

Similar to other parts of New England, Maine was once known for making textiles, shoes and other goods. Those industries moved south for cheaper labor, leaving ghost towns behind.

That's turning around both with multigenerational manufacturers whose industries survived and with new types of products. An



32north, Inc. makes STABILgear products that slide on over shoes or boots to prevent slips and falls.





Jennifer Hutchins, executive director of Creative Portland, speaks at Maine Startup & Create Week.

example of the first is Hussey Seating Company, a world leader in making spectator seating for anything from stadiums to theaters to places of worship. It's a sixth-generation, family-owned business that started in 1835.

A newer industry located in Biddeford is 32north, Inc. In 1991, company founder Anne Gould bought rights to a design for safety and recreation footwear. The company makes more than a dozen types of STABILgear products that slide on over shoes or boots to prevent slips and falls.

"Now you can go out and walk your dog in the winter or go ice fishing and not fall," Gould says. "We have the only ice cleat made in the United States." Her competitors' products are made in China, South Korea and Taiwan.

Maine also is home to the oldest window manufacturer in the country, Mathews Brothers Company. Founded in 1854 in Belfast, the company has had its ups and downs, says company president Scott Hawthorne. At the height of the building boom in 2005, it had 170 employees, but when the housing market went south during the recent recession, worker ranks dropped to 120. Now they're back up to 140.

The company sells primarily residential and some commercial windows in the United States as well as internationally in Brazil, Australia and Ghana, where its insulated windows help reduce cooling costs, he says.

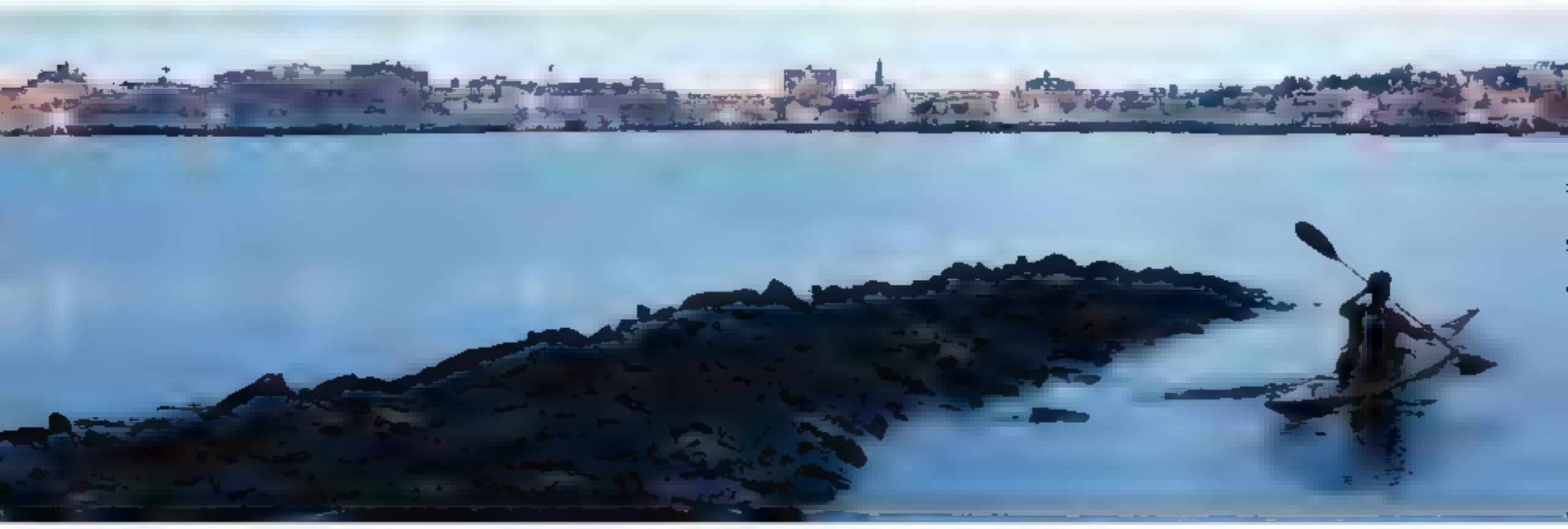
"Until last year we were still making the same windows as we made in 1854," Hawthorne says. In 2014 it stopped making full wood windows; today it makes three product lines, including one that is a vinyl composite with Ponderosa pine on the interior. Hawthorne notes the company is planning to expand.

Higher Education: Training for Home-Grown Jobs

Another positive for Maine, says LePage, is its strong university system, including the University of Maine, the state's land grant college, as well as small, private colleges such as Colby, Bates and Bowdoin, which he refers to as "three small Ivy League schools" in Maine. And Unity College is one of the best in the country for environmental studies, he says.

There also are some unusual schools, such as the College of the Atlantic in Bar Harbor, which has only about 350 students, all with the same major, human ecology. Contrast that with Husson University, which has 2,400 undergraduate students at its Bangor campus, an additional 300 on campuses in Westbrook and Presque Isle, and 700 in graduate programs.

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Not surprisingly, Maine universities tend to have strong marine sciences programs. Danielle Ripich, president of the University of New England, which has campuses in Portland and Biddeford (as well as Tangier, Morocco) says her school has a new major in marine entrepreneurship.

"We have a rapidly growing aquaculture program," she says. "This is an opportunity for Maine kids to stay in Maine."

With schools for physical therapists, nurses, occupational therapists plus a medical and dental school and a college of pharmacy, the university also is the largest health care workforce provider for Maine, she says.

It also is known for online education, with one-third of its 10,371 students being online graduate students. It received a Bill and Melinda Gates Foundation grant to develop competency-based education and in July announced a partnership with Bangor Savings Bank to help its employees hone their skills. It's now extending that program to everyone in Maine.

"In the last 10 years we've grown 103 percent in enrollment, which means we're going counter to the trends in higher education today," Ripich says. She credits the online courses with helping that growth.

The largest university in the state with nearly 11,000 students is the University of Maine—Orono, which is celebrating its 150th anniversary this year. One of its key initiative is linking student research with outside companies.

"We help connect companies to R & D resources at the university and spin out companies," says Renee Kelly, director of economic development initiatives at the university.

At the university's Foster Center for Student Innovation, created about 10 years ago, roughly 150 students per semester take innovation engineering courses and another 100 to 150 students get coaching for their business ideas.

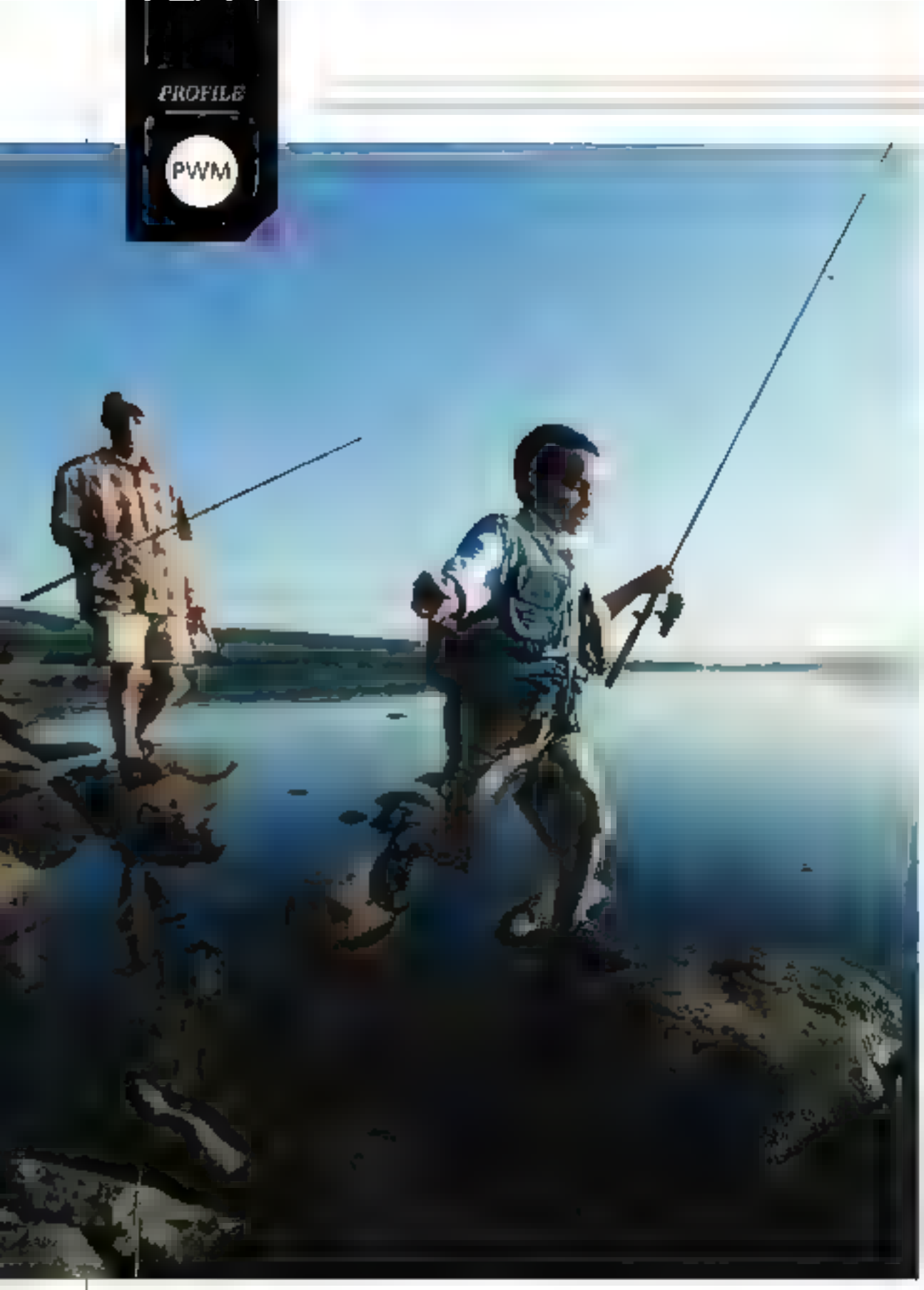
Another program, Innovate for Maine, brings 20 to 40 students from Maine colleges to Orono to get training on how to work in an innovative company and then places them with Maine companies for paid internships. "One of the first participants in 2012 did an internship with Pika Energy, a Westbrook company that manufactures residential and commercial wind turbines and microgrid technology to allow operation independent of utility grids," she says.

"We try to take companies through the commercialization process with pilot-scale manufacturing," Kelly adds. "We partner with businesses to move the economy forward."

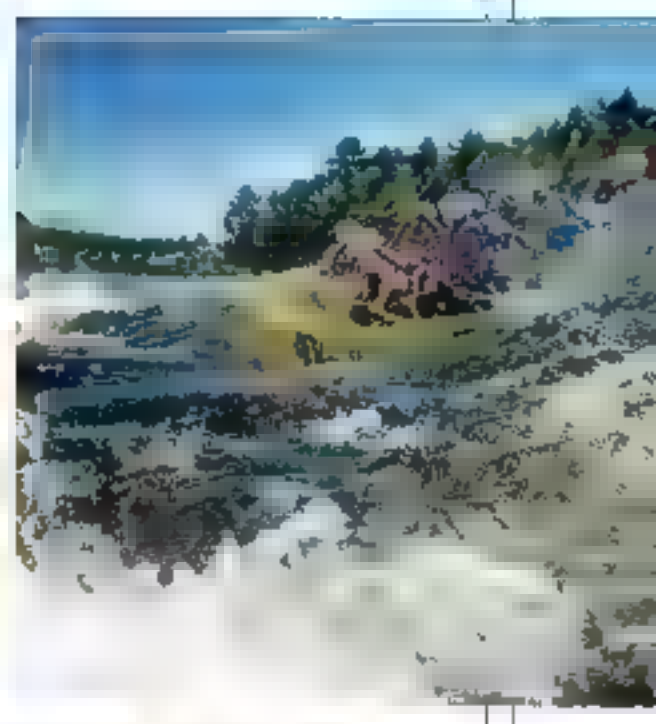


The IDEXX World Campus Synergy Center was designed and constructed to meet U.S. Green Building Council standards for LEED certification.











Northern Light

MAINE WOOS TRAVELERS WITH UNRIVALED SCENERY AND WOWS THEM WITH SPIRITED ADVENTURES, RICH CULTURE AND HISTORY AND DELICIOUS CULINARY OPPORTUNITIES **BY HILARY NANGLE**

Maine is a tease. It tempts visitors with images of lobster, lighthouses and moose and then reels them in for good with a welcoming disposition and a bucket list of possibilities. Prized by outdoor aficionados, beloved by artists and savored by culinary fiends, New England's largest state (geographically) is far more than just a pretty face. That scenery complements a diversity, cultural richness and deep heritage shaped by the landscape. Here, the pace is slower, the generosity of spirit bigger and the temptation to explore huge.

CLOCKWISE FROM LEFT: Fishing at Lakewood Camps; Portland Sea Dogs baseball; whitewater rafting; Allagash Brewing Company.

Sands of Time

Most visitors come to Maine's Southern Coast for the beaches, but look between and beyond the sand swaths to discover an arts colony that lured icons and a landscape cherished by outdoor enthusiasts.

History is big business in the southern coastal town of York, chartered as Agamenticus in 1641 and reincorporated as York in 1652. The Old York Historical Society's **Museums of Old York** comprises an enviable collection of colonial and postcolonial buildings. Illuminating the rocky point between **Long Sands** and **Short Sands beaches** since 1879 is the calendar-page icon **Nubble Lighthouse**.

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My Maine

MELISSA SMITH

CEO OF WEX

LOCAL ROOTS grew up in the northern part of the state in a small town, Winn, and lived on a working potato farm. The farm had been in our family for multiple generations.

FAVORITE EATS: Some of my personal favorites include the seafood at Street and Co., the unique tapas served by Central Provisions and the pizza at Flatbread Company.

MUST SEE: I love both Acadia National Park in Bar Harbor and Baxter State Park just north of Millinocket.

TRAVEL ADVICE: Try your hand at lobstering and go out with Lucky Catch Cruises in Portland Harbor. Afterward, you can go on a tour of our many fine local breweries. Visit the pier at Old Orchard Beach. Try your hand at fly-fishing at one of our fishing camps.

MUST-DO: In Maine, you really do need to eat lobster. My preference is a lobster roll served from the Bite Into Maine food truck located at Fort Williams Park in Cape Elizabeth.







FROM LEFT TO RIGHT: A boat sails for the Camden Windjammer Festival; Kayaking on Mink Island.

Just inland is **Mount Agamenticus;** the surrounding 10,000-acre preserve is laced with 40 miles of trails. It's one of coastal New England's largest expanses of undeveloped forest and one of the most biologically diverse wilderness areas in Maine. A drive to the 692-foot mountain's summit reveals panoramic views of ocean, lakes, forests and distant mountains.

Artists began congregating in Ogunquit in the late 1880s. Their paintings of the fishing shacks crowding boat-filled **Perkins Cove,** the mile-long paved **Marginal Way** cliff-hugging footpath and the dune-backed beaches launched the town's appeal as a vacation destination. The views from the sculpture-sprinkled grounds of the **Ogunquit Museum of American Art,** one of eight stops on the **Maine Art Museum Trail,** rival the works inside.

Ogunquit's beaches cede to those in Wells, home to two notable preserves treasured by environmentalists and walkers. Seven miles of trails connect woodlands, salt marsh and beach at 2,250-acre **Wells Reserve at Laudholm Farm** and the mile-long, wheelchair-accessible path at the **Rachel Carson National Wildlife Refuge** passes by tidal creeks and saltpans as it loops the marsh.

The Kennebunks are famed as the Bush family's summer home, but those who visit only to score a sighting of presidents 41 or 43 are missing what lured their ancestors here. The **First Families Kennebunkport Museum,** housed in one of the country's finest Greek revival mansions, chronicles not only the Bush family history at Walker Point, but also that of the town's pioneering settlers, along with seafarers, shipbuilders and summer rusticators. Galleries, boutiques and restaurants fill cheek-by-jowl renovated fishing shacks in Kennebunkport's **Dock Square** and flow over the bridge into Kennebunk's **Lower Village.**

A bit farther up the coast, in Scarborough, **Pine Point Beach** invites visitors to comb for seashells and driftwood or just stroll along the Atlantic shore. If you can't get enough of the calming sight of the ocean, **Lighthouse Suites at Pine Point** has luxe beachside accommodations with full kitchens and every amenity needed for long- or short-term stays—and, yes, spectacular views to boot.

Big-City Flavors, Small-Town Charm

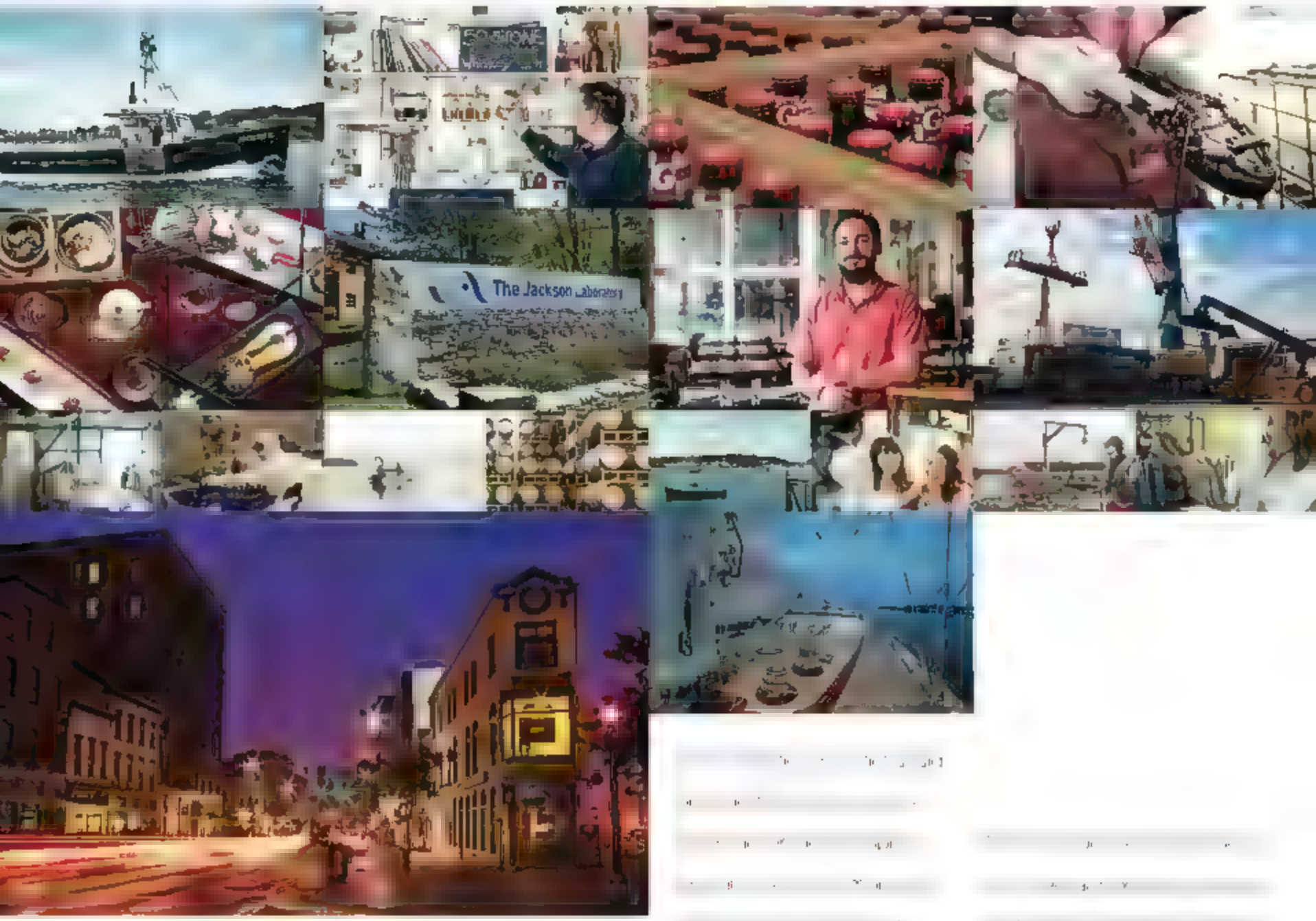
Southern Maine's sand beaches surrender to rockbound peninsulas in Portland, the state's largest city. In all honesty, that designation might be a little deceptive; with a population hovering around 66,000 souls, a single 16-story skyscraper and an easily walkable downtown, Portland feels more like a small town. The city is frequently lauded on countless national "best" lists, not only for its food scene, but also for its overall lifestyle, outdoor recreation options, sporting teams and healthful environment. Add a vibrant arts scene, rich history and plentiful parks and paths and it's easy to spend a few days, if not a lifetime, here.

Most of Portland's sights are located on the downtown peninsula, framed by island-studded Casco Bay, Back Cove and the Fore River. For a gull's-eye view of the landscape and seascape, climb the 104 steps to the octagonal deck of the **Portland Observatory,** the 1807 maritime signal tower crowning upwardly trending Munjoy Hill.

Tour through three centuries of art and architecture in the **Portland Museum of Art**'s connected buildings: the Charles Shipman

MAINE OFFICE OF TOURISM (CAMDEN); MAINE ISLAND KAYAK ASSOCIATION (MINK ISLAND); SMITH: COURTESY OF WEX; BOWLING AND PHOTOGRAPHY: MARK ANDREW BOYER

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My Maine

SUSAN J. HUNTER

PRES DENT
UN VERS TY OF
MAINE

LOCAL ROOTS: moved to Maine from Penn State and joined the University of Maine community in 1986

FAVORITE EATS: Lobster mac n cheese—simple and delicious.

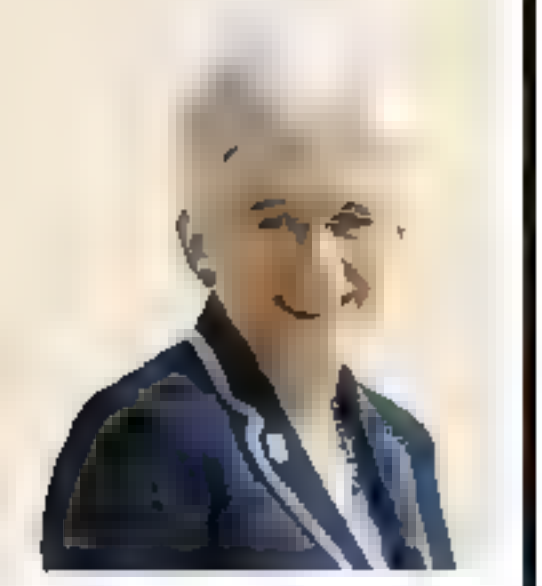
MUST-SEE. Sunrise on Cadillac Mountain in Acadia National Park and Mount Katahdin in Baxter State Park, especially at the peak of fall foliage.

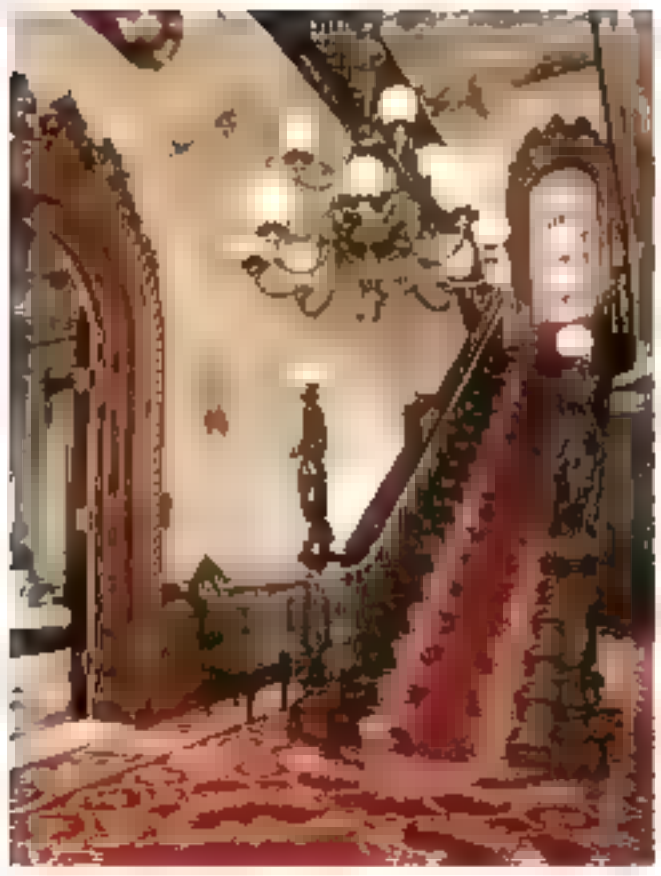
ONLY HERE: Experiencing the West Branch of the Penobscot River—fly-fishing, white-water rafting, canoeing, photographing.

MUST-DO: A visit to the University of Maine, the state's major research and cultural hub, of course! On your way to UMaine, stop in Freeport to visit L.L. Bean—open 365 days a year.

PERFECT DAY: Playing 18 holes at Belgrade Lakes Golf Club.

PERFECT NIGHT: t not a UMaine hockey game, then spending a night around the campfire You'll see the full evening sky in a way you won't anywhere else.







FROM LEFT TO RIGHT: Victoria Mansion in Portland, A hiker on Acadia National Park's Cadillac Mountain watches a cruise ship sail from Bar Harbor.

Payson building that houses the main museum; the meticulously restored Federal-era McLellan House; and the L. D. M. Sweat Memorial Galleries, a Beaux Arts–style stunner. The museum also offers tours of American master **Winslow Homer's Studio** on nearby Prouts Neck, a National Historic Landmark.

The museum anchors Portland's downtown Arts District, an area that truly hops during **First Friday Art Walks.** Also within the district are two impressive historic homes. The Italianate **Victoria Mansion,** widely considered the most magnificently ornamented dwelling of its period remaining in the country, is an ostentatious but irresistible jaw-dropper. After visiting the accurately restored **Wadsworth-Longfellow House,** where poet Henry Wadsworth Longfellow spent his boyhood, spend a little time in the lovely pocket garden snugged behind it.

Strewn along Congress Street are three performing arts venues: the 1929 **State Theater,** the intimate **One Longfellow Square** and City Hall's **Merrill Auditorium.** The latter is home to the **Portland Symphony, Portland Opera Repertory Theatre** and **Portland Ovations,** which presents concerts and shows.

The biggest acts fill the **Cross Insurance Arena,** which doubles as home ice for the **Portland Pirates,** a NHL Florida Panthers affiliate. The **Red Claws,** a Boston Celtics development team, play at the **Portland Expo,** and the beloved **Portland Sea Dogs**—a Boston Red Sox farm team—along with mascot Slugger, fill the stadiums at **Hadlock Field.**

The revitalized **Old Port and Waterfront,** with its tony shops, street entertainers, cobblestone sidewalks and replica gas streetlights, is a shopping magnet, but the downtown is undergoing a metamorphosis. Excursion boats and ferries line the waterfront, making it easy to visit the Calendar Islands of Casco Bay and cruise by forts and lighthouses, such as **Portland Head Light,** commissioned by George Washington and first lighted in 1791.

It's easy to work up an appetite padding around Portland and the city's culinary reputation is stellar. **Fore Street's** Sam Hayward who won Maine's first James Beard Foundation Award, says that Portland's culinary frenzy is rooted in the state's hyperlocal agricultural heritage, but adds that it's the city's manageable, unintimidating size and its mix of authentic with innovative, old with new, that fosters the dynamic scene that continues to draw young, hungry culinary school grads.

An offshoot of the culinary scene is the rise of breweries. **Geary's** is the state's oldest brewery, but **Allagash Brewing Company,** founded in 1995, enjoys ongoing national recognition as one of America's best Belgian style brewers. Thirsty for more? The **Maine Beer Trail** maps more than 50 brewpubs and craft brewers statewide

Craggy Peninsulas and Fir-Trimmed Islands

North of Portland, broad river fed bays framed by rocky, seaward-reaching fingers of land, dotted with fishing harbors and summer colonies, shape the coastline. Freeport, home to **L.L. Bean,** is a shopping destination, while Brunswick is a culture hub. Poet Henry Wadsworth Longfellow, writer Nathaniel Hawthorne and Arctic explorers Robert Peary and Donald MacMillan are among the luminaries associated with **Bowdoin College,** with a downtown campus that's home to respected art and Arctic museums. Also based in Brunswick are the **Maine State Music Theatre**

DAN DOCHE; VICTORIA MANSION; RUSTY'S SHELTERS ROCK COM SAR HARBOR

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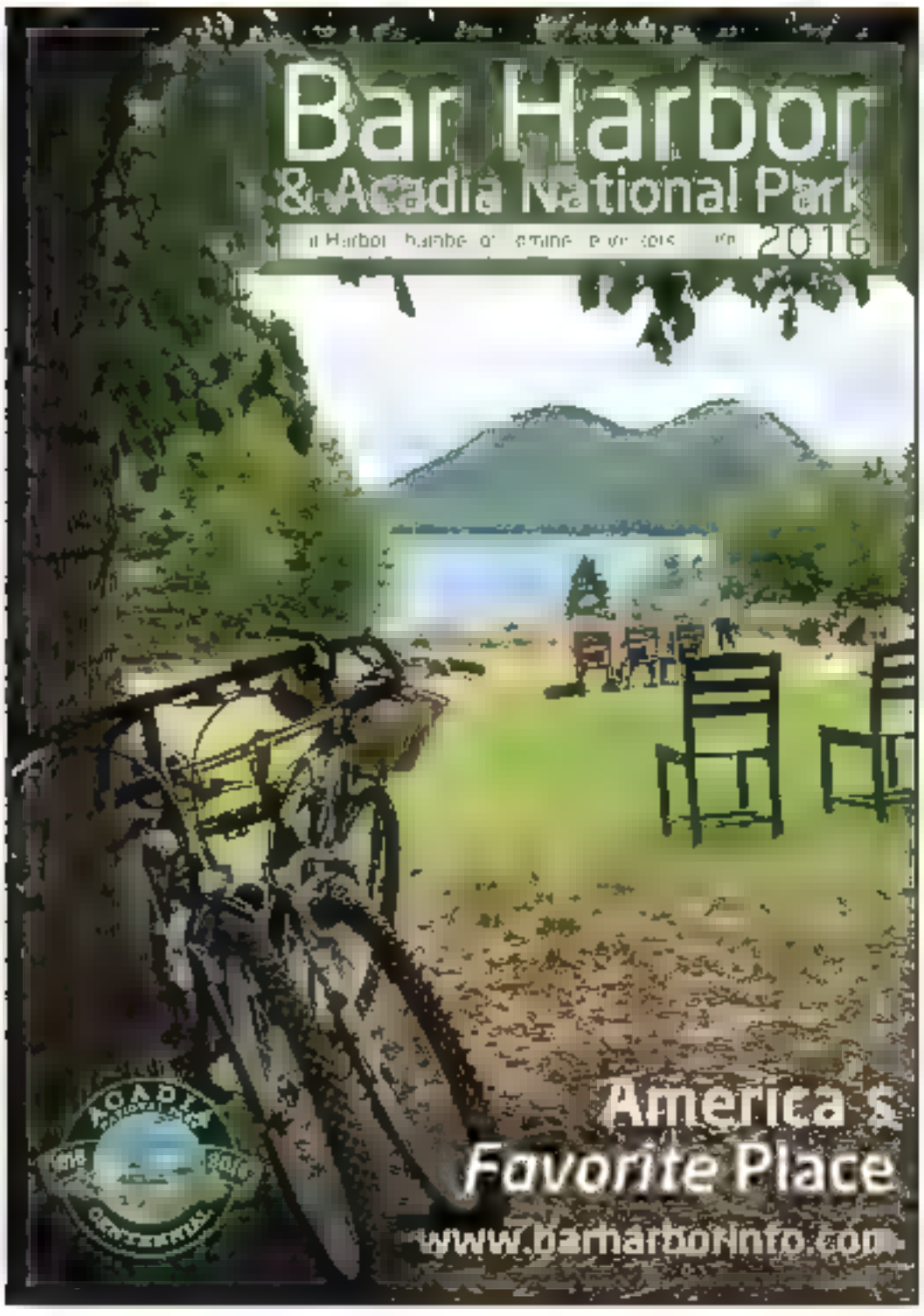


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Wiscasset, a magnet for antiquers and treasure seekers, is at the doorstep of the Boothbay region, a maze of peninsulas and bridge-connected islands that is one of Maine's classic summer playgrounds. "Every time you go around the corner, there's another view of water," says Paul Coulombe, a local developer and owner of the newly expanded and redesigned Boothbay Harbor Country Club and Oliver's, as famed for its sweeping views as for its lobster. "Maine has a lot to offer when it comes to natural beauty—rocky coastline, mountains, lakes and wildlife—and Boothbay has all that *plus* one of the best harbors in Maine."

While away the better part of day exploring the formal and themed gardens in the 250-acre shorefront **Coastal Maine Botanical Gardens** Mosey around the 12-acre **Boothbay Railway Village,** with 24 exhibit-filled buildings. Cruise to **Burnt Island,** where the Maine Department of Marine Resources presents a living-history program in the lighthouse and tower. Hike at one of the preserves managed by the **Boothbay Region Land Trust.**

Among the rewards for moseying the Pemaquid Peninsula are **Pemaquid Point Light,** which punctuates the tip, and **Colonial Pemaquid State Historic Site** and **Fort William Henry,** a National Historic Register site where a reconstructed fort dating from 1692, an archaeological dig site and a late-18th-century fort house are spread out on 19 grassy waterfront acres. After visiting, feast on drool-worthy Pemaquid oysters at **King Eider's Pub** in Damariscotta.

Walk out Rockland's nearly mile-long light house-tipped granite breakwater to explore **Rockland Breakwater Lighthouse** and admire panoramic views of lobstermen hauling traps, **Owls Head Lighthouse** and, perhaps, a passing Maine windjammer under full sail. Afterward, feast on lobster at one of the area's numerous restaurants, make a pilgrimage to two-time James Beard Foundation Award-winning chef Melissa Kelly's **Primo** or dine at the ever increasing number of restaurants that are turning Rockland into a destination for culinary travelers. Among the local wineries and distilleries on the **Maine Wine Trail** are **Fat Friar's Meadery, Savage Oakes Vineyard & Winery, Sweetgrass Farm Winery & Distillery, Breakwater Vineyards** and **Celldardoor Winery.**

Although fishing remains a vital industry, it's the arts that have incited Rockland's renaissance. Known for its 15,000-plus works by



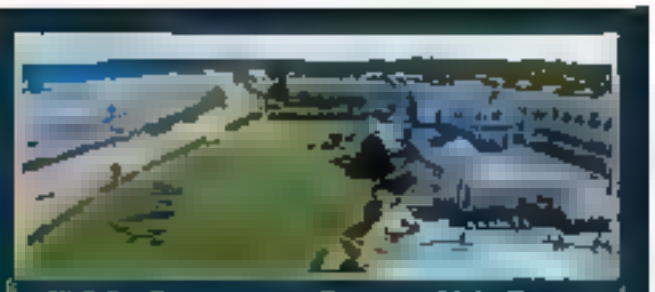
The menus at Primo in Rockland are the essence of seasonality: Produce is grown and harvested and animals are raised on the nearly 4-acre sustainable farm on which the restaurant is situated.



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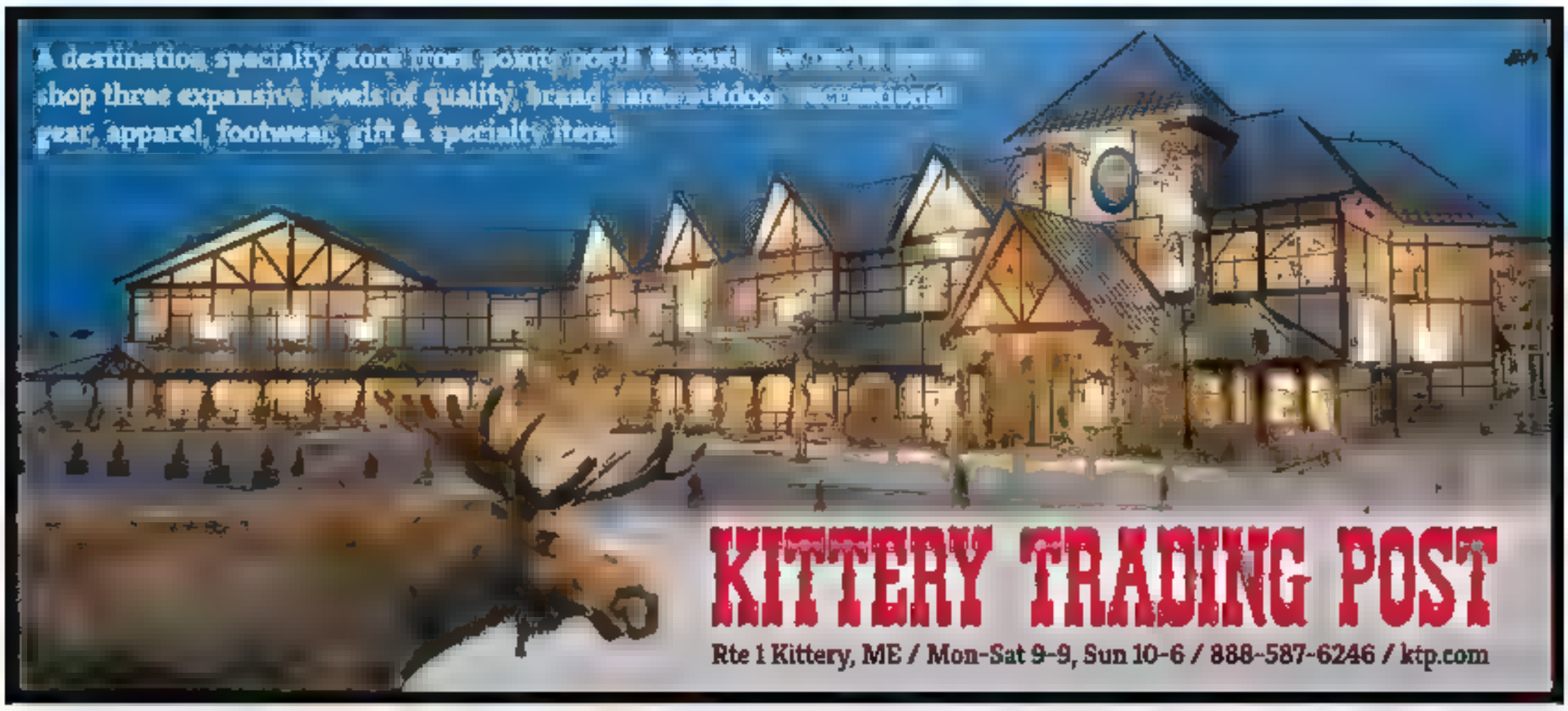
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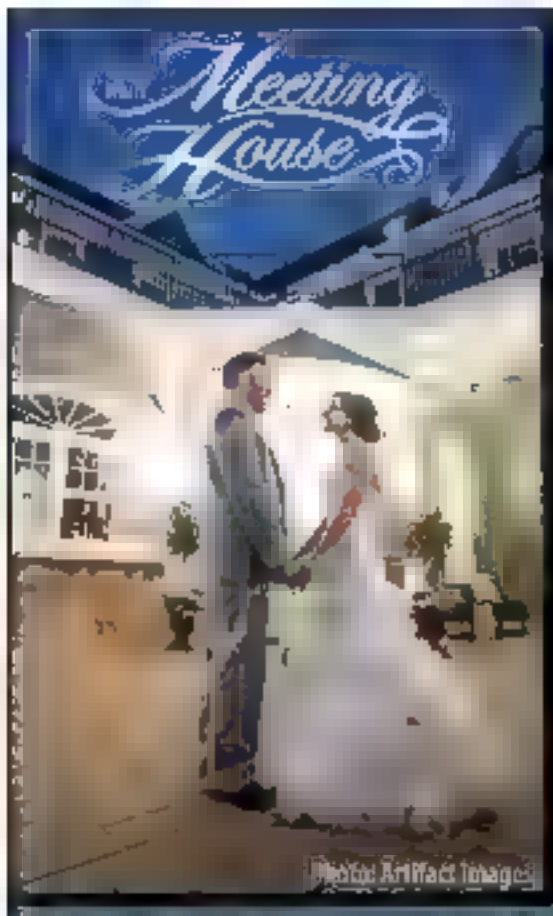
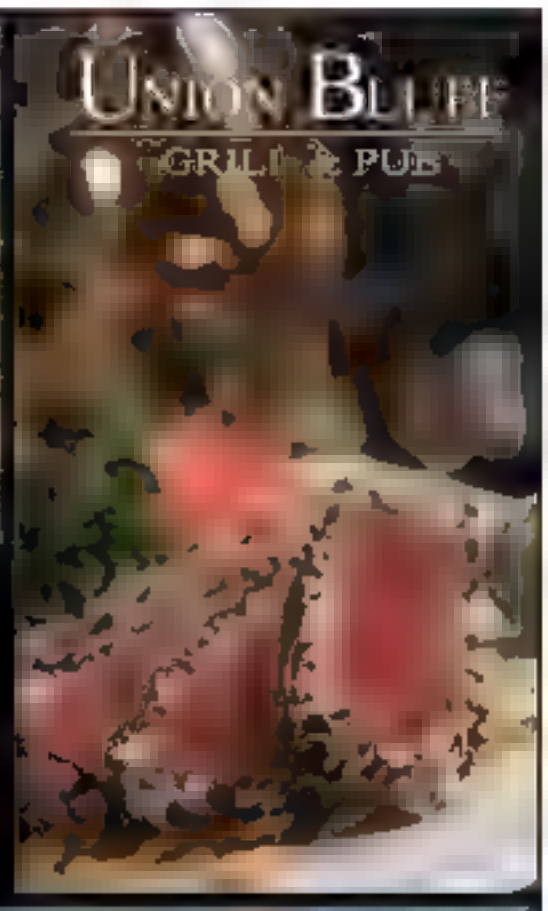


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American masters, the **Farnsworth Art Museum's** downtown campus also includes the **Wyeth Center,** dedicated to the works of Andrew, N.C. and Jamie Wyeth, and the Greek revival **Farnsworth Homestead.** It also owns the nearby **Olson House,** immortalized in Andrew Wyeth's 1948 painting *Christina's World*

Acadia National Park

For many, this region needs no introduction. Home to Acadia, the East's first national park, it's also a bastion of rugged Maine individualism. An observatory, with clear-day views from Cadillac Mountain on Mount Desert Island to Mount Katahdin in Baxter State Park, caps the 420-foot-high west tower of the **Penobscot Narrows Bridge,** accessible from **Fort Knox,** a sprawling granite fort dating from 1844. Poke around the **Blue Hill Peninsula** to find the Maine enshrined in the works of E. B. White and Robert McCloskey. In Deer Isle, discover the **Haystack Mountain School of Crafts,** which has six studios on its campus.

The lion's share of Acadia—the trail webbed glacier-scrubbed mountains, the bicycle-friendly **Carriage Roads,** the **Park Loop Road**'s historical and natural attractions—ebbs and flows around and through the communities on Mount Desert Island. Bar Harbor is the hub, the source for rental bicycles, guided tours of the park and island, outfitters for hiking, rock climbing, sea kayaking and excursion boats for lobstering tours, whale-watching and natural history trips. It's also home to boutiques, restaurants, accommodations and the **Abbe Museum,** which focuses on Maine's indigenous Wabanaki tribes. A passenger ferry links Bar Harbor to **Winter Harbor** on the **Schoodic Peninsula,** home to the park's only mainland section.

Continue northeastward and the tempo changes. The pace slows, mom-and-pop restaurants replace fast-food joints and traffic lights all but disappear. Wild blueberry barrens color down east Maine's rural landscape. Artists and artisans' studios and galleries pepper the roadsides, lobstering villages salt the peninsulas and two national wildlife refuges season the landscape. Lubec, just across a bridge-spanned narrows from **Roosevelt-Campobello International Park,** is home to candy-striped **Quoddy Head Lighthouse.**

Of Kings and Queens

Although known as Maine's Queen City, it's three kings who inked Bangor, located just 45 minutes north of Mount Desert Island, on the



Tulips in bloom at the Coastal Maine Botanical Gardens in Boothbay.



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My Maine

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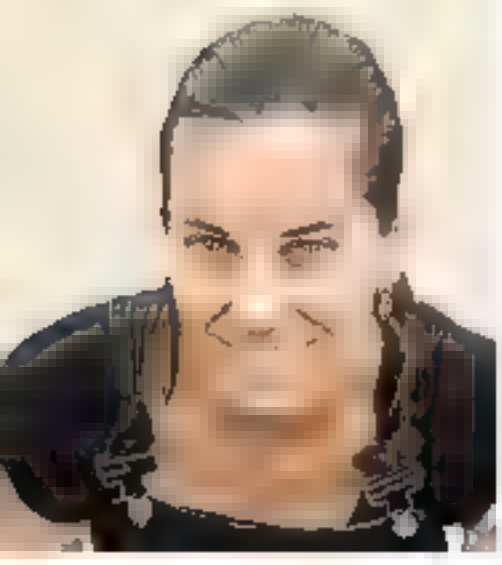
CHEF AND PROPRIETOR, PRIMO

LOCAL ROOTS: After years of visiting family and friends here, I fell in love with Maine and the MidCoast and eventually made the permanent move to open Primo.

FAVORITE EATS: Maine boasts some great spots and the food culture here is growing all the time. When you come to visit us, make sure to save room for Chase's Daily in Belfast, Long Grain in Camden, Empire Chinese Kitchen in Portland and McCloon's Lobster Shack in South Thomaston.

MUST-SEE: Acadia National Park is stunning—mountains, ocean, sky and peace. Moosehead Lake is also another favorite of mine; both locations are extraordinary year round.

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FROM LEFT TO RIGHT: A winter evening at the University of New England's Portland campus; Skiing at Sunday River ski resort.

map: folksinger Roger Miller, who made it his destination in *King of the Road*; king of the woods Paul Bunyan, allegedly born here February 12, 1834; and horror honcho Stephen King. More recently, viral social media has blasted the city into national prominence, including a just say it right pronunciation anthem—it's Ban-gore, not Bang-er—and the Bangor Police Department and its Duck of Justice, which has an international following.

As in Rockland, the arts are leading downtown Bangor's revitalization. The movement gained traction in 2002 when Bangor became the smallest city ever to host The National Folk Festival, an arts extravaganza that continues as the **American Folk Festival**. That same year, the **University of Maine Museum of Art,** another stop on the Maine Art Museum Trail, moved downtown. In 2010, **Darling's Waterfront Pavilion,** an outdoor amphitheater edging the Penobscot River, debuted with a performance by Celtic Women. The venue is now home not only to the folk festival but also to **Waterfront Concerts,** which presents national acts here as well as in the **Cross Insurance Center,** a sports and entertainment hub guarded by a 31-foot-tall Paul Bunyan. The **Maine Discovery Museum,** also downtown, features activities and exhibits designed to get kids excited about science and technology.

Four-Season Playgrounds

The lakes and mountains of western Maine and the hills and waterways of the Kennebec River Valley are the seedbed of many a love affair with Maine, often rooted in childhood memories of summer camp or family fishing trips.

The multiuse **Maine Huts & Trails** makes it easy to explore the backcountry between Carrabassett Valley and The Forks. Four full-service off-the-grid huts are spaced a day's hike, bike, ski or snowshoe apart along the 80-plus-mile trail, which shadows Flagstaff Lake and the Dead River as it winds through spectacular wilderness.

In winter, skiers, riders and sledders converge on western Maine, drawn by two of New England's largest alpine resorts, **Sugarloaf,** home to Olympic gold medalist Seth Wescott, and **Sunday River,** as well as by seemingly endless snowmobile trails that connect to neighboring New Hampshire and Quebec. And in autumn, when snow often fringes the summits and the color-bathed mountains reflect in the lakes, rivers and streams below, it's hard to believe there is any prettier place on earth.

The water-splashed mountainous region around northern Maine's forever-wild **Baxter State Park**—home to mile-high **Mount Katahdin**—is a playground for sports-minded men and women. They also come to paddle the **Allagash Wilderness Waterway,** raft the **Penobscot River,** cast a line in remote streams, photograph moose, camp under dark skies, vacation in a traditional Maine sporting camp or an **Appalachian Mountain Club Maine Wilderness Lodge** or cruise 40-mile-long **Moosehead Lake.**

Eye-candy scenery—be it lakes and mountains or sand and surf—remains the state's biggest lure, but spend a little time in Maine, poke around the edges of the must-see-sights and under the surface of the usual haunts and discover what keeps people returning. As artist Jaime Wyeth noted: "There's a quality of life in Maine which is singular and unique. . . . It's absolutely a world onto itself."

JEFF SHERIDAN/UNIVERSITY OF NEW ENGLAND; MIKE LAMBERT/SUNDAY RIVER

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Making Hospitals Fun

A comfortable, creative hospital environment isn't just nice to have for the youngest patients. It can be the key to healing, inside and out **BY KEVIN FEATHERLY**

The video has a familiar feel. The camera is angled from a bed-ridden patient's point of view, but it's not immediately evident what is happening. The gurney wheels down the hallway as the camera pans. You hear the ambient buzz of hospital activity. A worried woman—the patient's mother—consoles the patient, a 9-year-old girl. Finally, the point becomes clear—the patient is being wheeled to a holding room before going into the operating room for major surgery.

The child who filmed that movie was operated on at UCSF Benioff Children's Hospital in San Francisco, which opened in February. The video was made with the assistance of a child life specialist at the hospital, according to Michael Towne, Benioff's child life services manager. The child shot and edited the video with an iPad, and while it is just 90 seconds long, Towne says, it packs an emotional wallop.

ILLUSTRATION BY ADAM McCAULEY

The movie was not just a record of a big event in the patient's life. It was a key part of her therapy, Towne says.

"Instead of being scared that she was going to have anesthesia and be operated on, she was making her own little documentary," Towne says. That kept her focused on creativity, not fear. "Afterward, of course, she was feeling successful rather than victimized," Towne says.

That is just one example of the power of art as a component in children's medicine. The idea is nothing new. Child life therapists began integrating art and child-friendly environmental settings to promote healing back in the early 1960s. But the widespread, programmatic use of art, dance, song, play and multimedia, combined with soothing, nature-mimicking design and architectural spaces, is gaining momentum—particularly in the United States

The approach has several names and flavors: child life services, therapeutic play, healing environments and others. The universal goal is to stir children's imaginations to help them heal and thrive.

"I think this approach makes all the difference in the world," says Meghan D. Kelly, director of the Phoebe H. Stein Child Life Program and the CDM Group Creative Arts Therapy Program at Children's Hospital at Montefiore Medical Center in the Bronx. "I think we are going to see a trend toward more of it in the future."

The health care experience for a young patient with access to child life services is very different from that of a patient without it, Kelly says. Child life programs promise more bearable, pleasant experiences for kids by introducing soothing visual designs and sounds to hospitals, reducing harsh lighting and training staff to comfort children during blood draws, needle pokes and IV insertions. Kids are provided with games, play time activities and arts projects. Storytellers and musicians visit kids and perform as well.

THE SURVEY SAYS

In May, the National Health Service of England's Healthcare Play Specialist Education Trust released a review of the available literature to assess the impact of environment on children and young people's care. "Environment" encompassed everything from child-oriented art displays and architectural design to the availability of therapeutic gaming opportunities, art projects and play spaces.

Alison Tonkin is head of higher education and access at Stanmore College in London and the NHS report's author. The evidence base substantiating environmental benefits in children's health care is limited, she found, but not necessarily because data does not exist. Children's views typically are represented in the literature by adult proxies, the report states. It did find definitively that kids want to be involved in the design, delivery and evaluation of the health care environment. And it determined that environment has a big influence on children's behavior. Art in particular is significant as a means of distraction and initiating conversation, the report states.

Tonkin says her primary takeaway is that adults should consult children when developing a child-friendly health care environment. "You can't make the assumption that what adults say is actually right," Tonkin says. "The other key thing is that children and young people want play and recreational opportunities at all times."

Montefiore's Kelly estimates that there are 5,000 trained child life specialists worldwide, mostly concentrated in the United States and Canada. Tonkin says that a few other countries—notably Japan, the U.K. and New Zealand—are engaging in the movement as well, though in those countries, the role (and the training for it) is different and is referred to as play specialist.

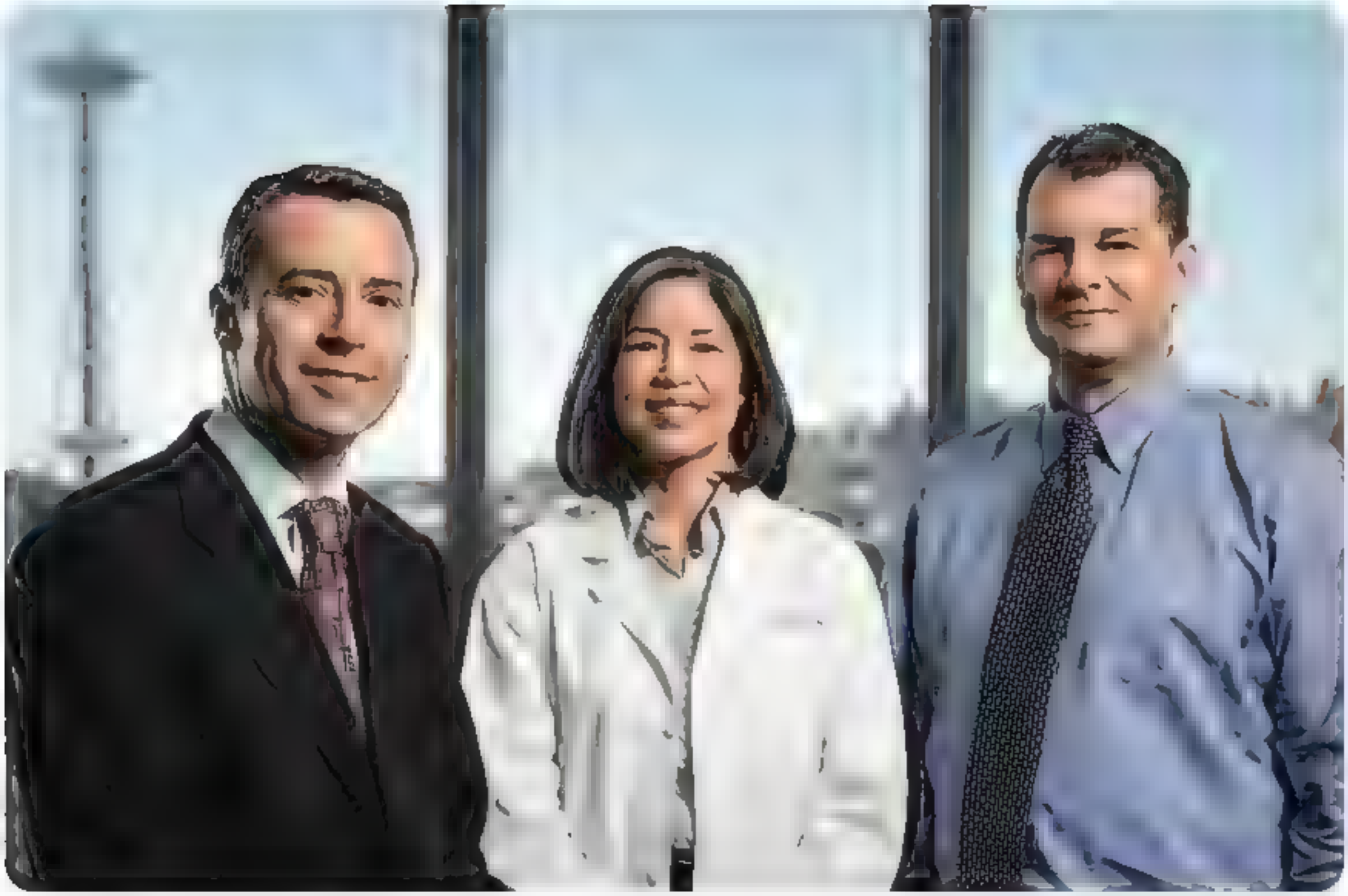
England, like other countries, is playing catch-up. The nation has just four children's hospitals, plus 21 smaller regional children's care centers. Most English children are treated in local district hospitals, which are essentially general care facilities with limited play specialist input, Tonkin says.

Even in the United States, child life programs are mostly found in large academic medical centers or dedicated children's hospitals. There is room for growth, Tonkin says.

"The patient experience has been highlighted as quite important for years," she says. "But it just keeps on getting lip service.



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CHATTANOOGA'S NEW CHILDREN'S HOSPITAL AT ERLANGER



Over the last 40 years, Chattanooga s renaissance has become wor d-renowned, garnering acclaim as the GIG city, best mid-sized city, best outdoor city, best place to l.ve, and more. Now, with construction set to begin on an ambitious and innovative new Children's Hospital at Erlanger, it may also be known as the future of ped.atric health care

Imaginatively designed to engage children, distract them from their i lnesses, and meet the complex needs of families and physicians, the **first step in the vision is the Children's Hospital Outpatient Center** — the front door to the new Children's Hospital Construction is scheduled to begin in 2016.

Children and families wi **immediately feel at ease** entering the open, glass-wal ed lobby of the outpatient center where they will be greeted by **an authentic, 1891 steam engine**. Parts of the lobby wil actually be a satell te of the Tennessee Va ley Railroad Museum, a creative partnership between a hosp ta and a museum.

Above the train-themed lobby, each floor will feature **uniquely themed discovery centers** — more museum-like, interactive areas that wil **excite the imaginations of children and reduce anxiety**

Breakthrough designs will keep clinical areas hidden from view to further comfort kids and parents.

The Children's Hospital Outpatient Center w.ll be home to an amazing array of kid-friendly clinical, diagnostic,



and treatment services, including 21 pediatric specialties affiliated with the University of Tennessee College of Medicine

The Children's Hospital Outpatient Center is just the first phase of an over $300 million, multi-year reimagining of Chattanooga's Children's Hospital. To come will be a futuristic inpatient tower and a new women's hospital and neonatal intensive care unit (NICU)

When completed, the new Children's Hospital at Erlanger will be **the gateway to a Wellness and Innovation District** that will spark the continued transformation of Chattanooga. Increasingly, the Erlanger Health System, the only academic



health system in the region, will be a growing source of economic vitality and pediatric training that will continuously **attract the best medical talent from around the world to Chattanooga**

Children's Hospital at Erlanger is already a vital resource for 1.2 million children within its expansive service area. It has the highest designations in the state for pediatric inpatient care, trauma, critical care, and neonatal intensive care. Each year, the Children's Hospital admits over **4,500 children**, provides more than **100,000 outpatient and emergency care visits**, and treats over **90% of the region's children** diagnosed with cancer

"The new Children's Hospital at Erlanger will ensure that we will continue to attract and maintain the best medical talent in the country."

– Kevin M. Spiegel, FACHE
President & CEO of Erlanger Health System



The new Children's Hospital will build on an incredible history of care and become yet another reason the world looks to the Chattanooga region as a source for innovation and inspiration

Individuals and corporations are invited to find out more about the new Children's Hospital and the many prominent naming opportunities that are available. To learn more, donate, or get involved in the campaign, contact Julie Taylor, Chief Development Officer, at **423-778-7373** Or visit **childrensaterlanger.org/believe**.

children's
Hospital at Erlanger

Erlanger Health System
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Everyone knows it is significant. But there is not enough being done to actually put it into practice."

SOPHISTICATED WHIMSY

Still, examples exist in which fun and growth are key parts of therapeutic practice and childlike sensory experiences are integrated to help kids emerge from medical crises stronger and ready to face the world.

Rady Children's Hospital—San Diego is unusual in its commitment to arts programming. Many hospitals recruit volunteer artists and storytellers to conduct arts workshops or read books. Rady Children's has nine per-diem staffers dedicated to arts programming.

Among them is the storyteller team of James Nelson-Lucas and Patti Christensen. "Patti sort of tells the stories and James is very silly and acts them out," says Bob Davis, Rady's healing arts program coordinator.

Davis once accompanied the duo around a unit when they came upon a little girl crying in her bed, in obvious pain and distress.

"Our storytellers have been doing this for a long time so they know how to approach kids and families," Davis says. Gingerly, patiently, they started their story, gradually coaxing the girl to share her own stories, which they then incorporated into their routine. Gradually, the little girl forgot her distress and began to smile.

"By the time they left a half hour later this little girl was laughing and having a great time—no longer in the pain she was in when we first walked into the room," Davis says.

Martha A. Askins is a co-founder of the Arts in Medicine Program at the MD Anderson Children's Cancer Hospital in Houston, where she also is the center's Adolescent and Young Adult Program psychosocial director. Askins recently launched a trial to determine whether art can help adolescent and young adult patients cope with advanced or relapsed cancer treatment. Her results will feed into a larger multi-institutional trial and provide data for the National Institutes of Health, which is considering funding for further arts-in-medicine clinical trials.

Anecdotally, at least, Askins needs no convincing. She describes a 6-year-old girl who recently endured a major brain surgery. Doctors urged the girl to get out of bed and move around to avoid inactivity-related complications, but she was nervous and afraid, Askins recounts. Initially, the young patient refused.

As it happens, the girl loves making art, so when she was invited to get up and walk to the hospital's "Pedi Dome" activity room where an art project was underway, her resistance lifted. She walked to the room, sat down and began to participate.

"She stayed for over an hour," Askins says. She eventually tired, but she went back to her room with a healthy new sense of accomplishment. "I think it was a step for her toward getting back to normal and toward finding out that she is going to be OK after such a big surgery."

Art and play time are not the only environmental factors key to helping kids deal with medical challenges, the NHS survey notes. Natural lighting, nature-themed artwork and exposure to gardens, sky and trees also are important aids to healing.

Benioff Children's units include room-sized "air gardens" where patients can quickly step outside for fresh air without having to go all the way to the lobby. Every patient room has a window that offers a view of green space, the San Francisco Bay or specially designed rooftop gardens. "There are lots of subtle design features that I think have enormous implications," UCSF's Towne says. "I think it really allows for a connection to nature."

At Children's Hospital & Medical Center in Omaha, numerous kid-friendly activities are included in kids' regular care. The institution stages bingo tournaments, movie nights, book fairs and hosts special visitors—including, this summer, College World Series baseball players. Its pet therapy program is so popular that it issues trading cards with dogs' pictures and life stories printed on them. Kids eagerly collect and paste them to their walls.

"The reaction of the children to the dogs is absolutely amazing," says Cherie Lytle,

HEALING OUTSIDE THE HOSPITAL

Founded in 1957 and set on 410 acres in Billings, Montana, Yellowstone Boys and Girls Ranch is a psychiatric residential treatment facility serving boys ages 7-18 and girls ages 12-18 with a variety of mental health diagnoses and behaviors. Clinical director Dr. Chandra Perez shares the importance of environment in helping the children they serve.

What role does environment, both built and natural, play in healing children?

We are fortunate to be located close to Yellowstone National Park. We have a naturally beautiful environment that allows us to provide outdoor programming to youth on a daily basis. Experiential activities give kids opportunities to build the confidence and skills they need to successfully overcome challenges they face in life.

How does changing a child's environment aid in treating issues such as substance abuse?

Our environment promotes different behaviors than what their previous environments may have provided. Removing choices, like using drugs and alcohol, allows the child to relearn who they are. More importantly, they learn healthy options for dealing with daily challenges.



the hospital's patient experience manager. "The dog will come in for a visit and the child will smile—that might be the first smile the nurses or the parents have seen in a week."

As in a number of other institutions, Children's in Omaha has taken pains to design spaces in kid-friendly ways. There is utility behind those choices. For example, a child placed in an MRI machine needs to lie very still. At Children's in Omaha, the radiology room is decorated with cool, calming underwater-themed murals and decals that help alleviate stress. That can reduce the need for multiple scans and lower radiation exposure. By remaining calm and still, children also might need no sedation—an obvious health benefit.

The water themes spill out into the halls, where huge aquariums hold exotic saltwater fish, including clown fish and regal tangs—the species featured in the popular Disney movie *Finding Nemo*.

Lytle agrees that incorporating art, play and nature into the hospital environment is not just aesthetically pleasing and fun—it has enormous therapeutic benefits.

"When we are able to make the setting warmer and help bring comfort and instill trust and confidence, the patient's outcome is going to be better," she says. "The part of the outcome that we can control is going to be better."

EXPANDING TREND

MD Anderson's Askins is among those who agree with NHS' Tonkin in insisting that therapeutic settings could—and should—be more widely distributed, not only at the children's hospitals and academic medical centers, but in midsized hospitals, even outpatient clinics.

Kelly is optimistic. "I think we are going to see a much bigger trend," she says. "And I think it will swing toward outpatient services." That will be an important development, she says, because most people have their initial contact with health care providers in outpatient settings.

"Those are the experiences that [can] make you afraid for the rest of your life," Kelly says. "So if we can intervene from that very first moment, we can teach kids from a young age to deal with challenging experiences."

The impact of that, she says, is almost incalculable. "Quite honestly," Kelly says, "the skills that we are teaching these kids cross all borders of their lives. It's going to allow them to face other challenges, like if your parents get divorced or if you get older and lose a job. Those can be things that you have learned to deal with through a positive early experience."



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FOCO

RONDA ROUSEY

Sin lugar a dudas, 2015 ha sido un año lleno de grandes momentos para la olímpica y actualmente campeona de la UFC, división de peso liviano de las artes marciales mixtas, Ronda Rousey. Fuera de derrotar a Cat Zingano en sólo 14 segundos, la deportista de 28 años también se ha destacado en el cine actuando en *Furious 7* y *Entourage*. Ronda tiene raíces venezolanas y antes de cada confrontación dedica tiempo a la comunidad como anfitriona de la campaña *Free Rice Campaign* para apoyar el Programa de Alimentación Mundial. Ha cautivado audiencias y de paso ha retado los estereotipos de género cuando en octubre declaró a la publicación *SFT F Magazine*: "No quiero que la palabra mujer sea escrita antes de campeón"





JIM GAFFIGAN Y LA CALLE MOTT STREET, EN LA CIUDAD DE NUEVA YORK

La calle *Mott Street* ha sido una fuente de recuerdos para **JIM GAFFIGAN.** Vivió allí por 20 años, la mayoría del tiempo en un pequeño apartamento con una tina en la cocina. Allí conoció a su esposa y socia escritora, Jeannie, se casaron en la vecina iglesia de *St. Patrick's Old Cathedral* y ahora, muchas de las escenas en su show en la cadena *TVLand*, son filmadas en este lugar. "Aun cuando después que las modelos y técnicos reemplazaron a las abuelas italianas y a las familias dominicanas, la calle Mott Street sigue manteniendo un ambiente realista y modesto", dice Gaffigan. "Es extraño que voy a estar actuando en el lugar donde vas a ver a Bruce Springsteen, Billy Joel o los Knicks. Estoy más emocionado que nervioso", afirma el comediante y artista. — **MATT McCUE**

Café Habana
"Es tan bueno que lo ofrecimos en nuestra boda. Pide el sándwich cubano, el sándwich de carne y el maíz". ¿Qué tiene de especial el maíz? Está cubierto de mayonesa y queso cojita

Tacombi
En esta taquería sirven auténtica comida mexicana. "Fue abierto en 2010 y quizás allí ofrecen el mejor guacamole del planeta"

Café'tal Social Club
Está localizado en la 'Pequeña Italia' "Tiene un valor sentimental y está a cargo de pareja italiana-neoyorquina. Lleva allí a tus niños a comer helado después de ir a la iglesia"

Cafe Gitane
"Antes que los 'hipsters' llegaran a Brooklyn, iban a Cafe Gitane. Es un gran lugar para pasar el tiempo con excelente comida y café" Consejo profesional: pide la tostada con aguacate.







COORDENADAS

1 Café Habana
17 Prince St
cafehabana.com

2 Tacombi
267 Elizabeth St
tacombi.com

3 Café'tal Social Club
285 Mott St
cafetalsocialclub.com

Cafe Gitane
242 Mott St
cafegitanenyc.com

PHOTO COURTESY OF TVLAND. GAFFIGAN

FOTOGRAFÍA DE BALL & ALBANESE

¿PORQUÉ CONGELARSE EN EL POLO NORTE?

Mejor ven a Miami y disfruta de lo sólo de la ciudad del sol sino de todo lo que el Aeropuerto Internacional de Miami tiene para ti. Ya que más de 200 tiendas y restaurantes con tantas opciones de regalos alegrar el ambiente sentirás el calor de las fiestas antes de llegar a la ciudad.

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Jennifer Hyman en la bodega de Rent the Runway en Secaucus, Nueva Jersey.

JENNIFER HYMAN

▶ **COFUNDADORA Y DIRECTORA DE RENT THE RUNWAY**

Para mucha gente, lo mejor de las celebraciones de fin de año es vestirse elegantemente. En 2009, Jennifer Hyman, egresada de la Universidad de Harvard con una Maestría en Administración de Empresas (MBA por sus siglas en inglés), junto a su socia Jennifer Fleiss, vio una oportunidad de ofrecer a las mujeres la posibilidad de vestirse con prendas de famosos diseñadores en cualquier época del año sin incurrir en extensas deudas. En medio de la recesión, fundaron *Rent the Runway* con el propósito de alquilar vestidos de alto diseño, trajes y otras prendas de vestir de marcas famosas, como *Jason Wu* y *Diane von Furstenberg*, a un costo mucho menor que el de las etiquetas. Esta resonante nueva empresa con base en Nueva York, es tanto una empresa técnica como una de vestimentas y es quizás la principal razón por la cual ha podido recaudar US$126 millones en capital de inversión. —**POR GENE REBECK**

SKY: ¿Cómo opera Rent the Runway?

HYMAN: Típicamente, alquilas una prenda para el fin de semana y por lo general la devuelves el lunes por la mañana. En la primavera del 2016 lanzaremos un servicio de suscripción donde pagarás mensualmente a cambio de cierto número de prendas de diseñadores a la vez.

Tu tecnología es crucial para el modelo de negocios, ¿cierto?

Al iniciar la empresa, no existía un software para alquilar prendas de vestir. Necesitábamos una tecnología que pudiera servir a tiempo a las clientes. Al recibir el inventario por las mañanas (hay clientas en todo el país) hay que clasificarlo, limpiarlo en seco, repararlo, hacer control de calidad, reconstruirlo y enviarlo la misma noche. El proceso es en realidad una inmensa proeza.

Cada vez que las clientes visitan nuestro sitio, aprendemos más de ellas. Nos enteramos sobre sus eventos y sus cuerpos para recomendarles prendas de vestir.

¿Cuál es tu mercado objetivo?

Ella es emprendedora, profesional, tiene familia y vida social. Viaja, hace ejercicio y ahorra dinero. El mayor beneficio es que puede ensayar cosas nuevas, no tiene que preocuparse de lavanderías y tiene un guardarropa en rotación.

Debido a que alquilas y no vendes, ¿por qué las marcas famosas están trabajando contigo?

Incrementamos el mercado para las mujeres que ensayan nuevas marcas. En los Estados Unidos, la ropa de diseño es por lo general un mercado especializado. Tenemos más de 5 millones de clientes y muchas están ensayando nuevas marcas.

¿Cuál sería el siguiente paso?

Uno de mis sueños es que las mujeres puedan viajar sin llevar maletas. *Rent the Runway* van a tener la capacidad de enviar por correo todo el ropero a la habitación del hotel.

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BRUSELAS

TIENE UN ASPECTO NORMAL PERO ES MISTERIOSA Y REBELDE EN SU INTERIOR.

POR ROBIN CHERRY

Bruselas tiene la errónea reputación de ser aburrida, pero la realidad es diferente. Las calles están adornadas con murales de tiras cómicas extravagantes y magníficos edificios decorados al estilo *Art Nouveau*. La excelente y famosa cocina incluye la mejor cerveza del mundo, el chocolate, las papas fritas, los gofres y es una de las ciudades europeas con más restaurantes premiados con estrellas Michelin. Desde el majestuoso Grand Place hasta la estatua kitsch (estilo de arte) del niño orinando, las atracciones son cautivantes y diversas. Desde finales de noviembre hasta principios de enero, el Grand Place cobra vida gracias al mercado *Christmas* donde encontrarás bellos chalets donde venden adornos para las festividades, una rueda de Chicago y un gran espectáculo de luz y sonido.

AFICIONADO AL ARTE

ALOJAMIENTO ▸

The Dominican

Los arcos y los cantos gregorianos en el ascensor evocan la tranquilidad de un monasterio del siglo XV que existió en este lugar. Los murales de Jacques-Louis David son parte de la decoración. *thedominican.be*



HIPSTER



◂ ALOJAMIENTO

Pantone Hotel

Aquí los invitados escogen las habitaciones según su estado de ánimo. Las blancas están decoradas con fotografías y otros objetos del mismo color. Los espacios públicos ofrecen una gran variedad de color. *pantonehotel.com*

CON LA FAMILIA

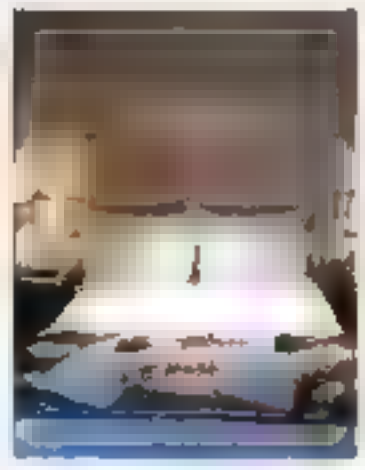
ALOJAMIENTO ▸

Hotel Amigo

Este hotel mezcla muebles elegantes con fotos extravagantes de *Las Aventuras de TinTin* y de su perro Snowy. Hay distracciones para niños de todas las edades. *roccofortehotels.com/hotel-amigo*



AMANTES DE LA HISTORIA



◂ ALOJAMIENTO

Hôtel Le Dixseptième

Esta casa del siglo XVII fue alguna vez la vivienda del embajador de España. Hoy es un sereno y sofisticado oasis. La sección clásica del hotel ofrece habitaciones tradicionales y la reciente adición es más contemporánea. *ledixseptieme.be*

GASTRÓNOMOS

ALOJAMIENTO ▸ **The Steigenberger Wiltcher's**

Ofrece habitaciones amplias y está localizado en la mejor calle para hacer compras en Bruselas. En *Home of Cooking*, encuentras buenos utensilios de cocina y una boutique de chocolate *Pierre Marcolini*. En *Mig's Wine World* venden buenos vinos. *wiltchers.com*



VEA LA PÁGINA 68 PARA LOS CRÉDITOS DE FOTOGRAFÍAS





ACTIVIDADES MATUTINAS **Museo The Magritte**
El museo tiene una colección de más de 200 piezas donde se resalta el trabajo creado por Magritte para sobrevivir durante la II Guerra Mundial. Sus obras describen la vida del artista surrealista y sus influencias. *www.fine-arts-museum.be*

HORA DEL ALMUERZO **La Fleur en Papier Doré**
Las paredes manchadas de nicotina de este antiguo café donde Magritte vendió su primera pintura, están adornadas con miles de fotografías y artefactos. Allí sirven comida belga tradicional y cervezas. *lafleurenpapierdore.be*



POR LA TARDE
Admira el Art Nouveau
Para apreciar este arte en Bruselas, participa en un recorrido en bus de 3 horas ofrecido por guías locales de *Le Bus Bavard*. El *Museo Horta* está repleto de atractivos mosaicos de vitrales y decoraciones creados por el arquitecto Víctor Horta. *www.busbavard.be*



ALMUERZO
Pin Pon
Ubicado en una terraza en un antiguo edificio de bomberos y con vista al mercado de pulgas Place du Jeu de Balles, este restaurante sirve comida casera moderna. La cerveza tipo Pilsen es fabricada exclusivamente para el restaurante.



CENA
Este pequeño y minimalista restaurante utiliza ingredientes frescos y de cosecha. El creativo menú de seis entradas, del chef británico-japonés Erwan Kenzo Nakata, cambia todos los días y es acompañado por vinos orgánicos. *grammrestaurant.be*

VIDA NOCTURNA **Madame Moustache**
Este bar/club localizado detrás de la Plaza Ste. Catherine está abierto desde las 8:00 p.m. hasta las 4:00 a.m. y atrae a la juventud creativa de Bruselas. La atmósfera es casual y puedes bailar sin tener que comprar nada en el bar. *madamemoustache.be*

POR LA MAÑANA
The Comic Strip Walk
Olvídate del Belgian Comic Strip Center (Centro de tiras cómicas de Bélgica) que es excelente para los adultos pero no está diseñado para los niños, y toma un 'Bus Bavard' para pasear por muchos de los murales de la ciudad (TinTin entre otros) y los Smurfs. *www.busbavard.be*



POR LA TARDE **Atomium y Mini-Europe**
Construido para la Feria Mundial de 1958, fue diseñado para asemejar un cristal de hierro magnificado 165 mil millones de veces. Mini-Europe tiene modelos de 350 monumentos europeos. atomium.be. *mini-europe.com*

HORA DE CENAR **Chez Léon**
Este clásico lugar para comer mejillones y papas a la francesa ha deleitado a los locales y visitantes desde 1893. Los niños menores de 12 años comen gratis cuando son acompañados por un familiar. *chezleon.be*





ACTIVIDADES MATUTINAS
The Musical Instrument Museum
El museo presenta una colección de instrumentos musicales (muchos de ellos fueron regalos para Leopoldo II) y por su magnífica arquitectura de Arte Deco. El restaurante, localizado en una cúpula de hierro forjado y vidrio, ofrece una vista panorámica de la ciudad. *mim.be*

PARA ALMORZAR **Brasserie de l'Ommegang**
El mejor restaurante en Grand Place, Carlos Marx y Federico Engels escribieron *El Capital*. En 1847, Marx celebró aquí la noche de año nuevo. Su fotografía está en la pared del comedor. *brasseriedelommegang.be*



POR LA TARDE
Cantillon Brewery
La cerveza *Lambic* es producida con fermentación espontánea de levadura que sólo se encuentra en Bruselas. *Cantillon*, uno de los productores tradicionales de Lambic, todavía utiliza contenedores de cobre y barriles del siglo IXX para producir la cerveza amarga. *cantillon.be*

ACTIVIDADES MATUTINAS **Chocolate Workshop**
Laurent Gerbaud dirige las degustaciones y los talleres llevados a cabo por los turistas. Él también recomienda cómo mezclar chocolates y cervezas locales. *chocolatsgerbaud.be*

POR LA TARDE **Les Galeries Royales Saint-Hubert**
El lugar fue construido en 1847 y se convirtió en una de las primeras galerías comerciales de Europa. Está compuesta de lujosas tiendas, boutiques de chocolates, teatros y librerías. Arcadi, un pequeño y atractivo restaurante es el predilecto de los locales. *grsh.be*





HORA DE CENAR
Comme chez Soi
Ganador de dos estrellas Michelin, es famoso por su alta cocina. Te deleitarán con platos como la ensalada de langosta con trufas negras y lenguado (tipo de pescado) con una 'Riesling mousseline' (uvas blancas mezcladas con salsa holandesa y crema batida). *commechezsoi.be*

Para más información sobre Bruselas visita de la com. skymagazine.



AUA

LA SEDUCTORA ARUBA

El cl ma perfecto, una cocina intr gante y a abundancia de aventuras convierten a esta sla car beña en un paraíso vacacional **POR JENNIFER BUEGE**

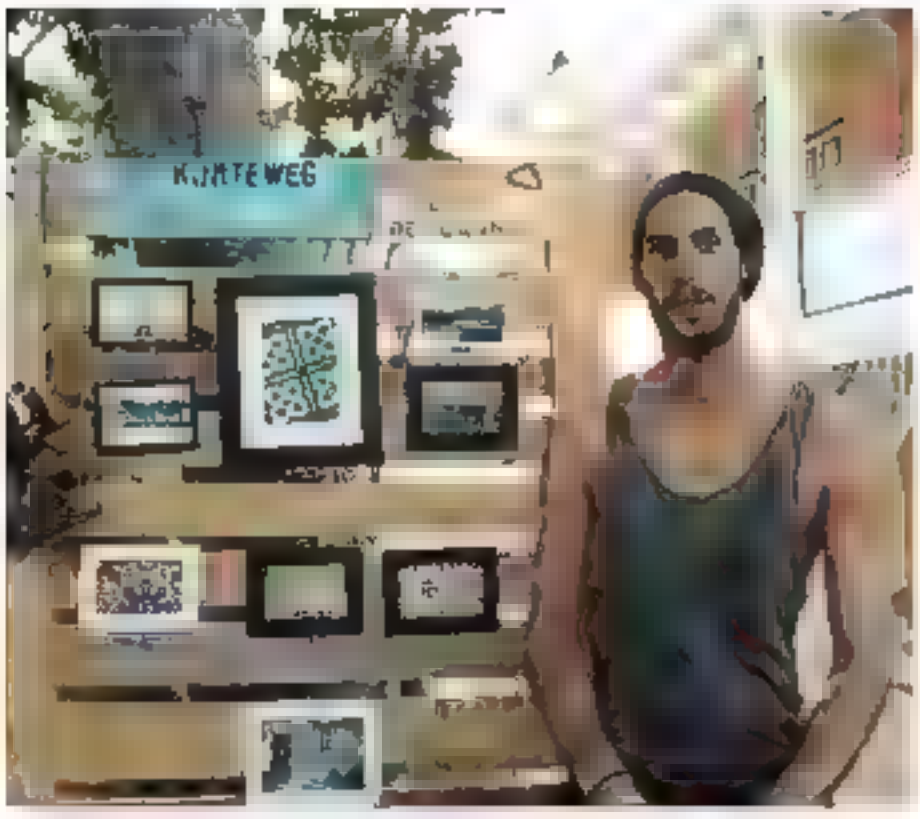
Cuando te mezclas con los habitantes locales de la hermosa isla caribeña de Aruba, te puedes sentir como si todavía no hubieras alcanzado todo tu potencial. Pregúntales cuántos idiomas hablan y te responderán "cuatro o cinco" en un tono que te indica que no es nada del otro mundo. Si consideramos la tradición multicultural de sus raíces, en realidad para e.los es algo normal.

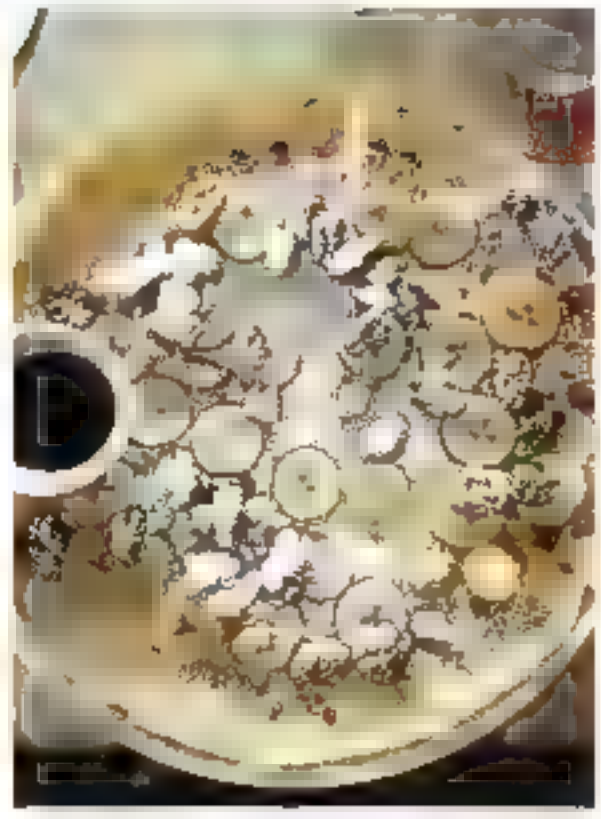
Los primeros habitantes de Aruba fueron los Indios Caquetío, que provenían de Suramérica, y luego durante los años 1500 llegaron los españo.es. Más adelante, en 1636, arribaron los holandeses y permanecieron en el poder (aparte de un breve periodo cuando los ingleses controlaron la región) hasta que en 1986 Aruba logró la separación y se convirtió en un miembro autónomo del Reino de los Países Bajos. En la actualidad, más de 90 nacionalidades conviven en la isla con un área de unos 112 kilómetros2 y se comunican en dos idiomas –holandés y el nativo papiamento, aunque el inglés, español y portugués son ampliamente utilizados.

Los otros elementos de la isla, desde su geografía hasta los restaurantes y las actividades disponibles, cuentan con la misma diversidad. Lo único que permanece relativamente igual es el clima. La temperatura promedio varía entre 23 y 31 °C todo el año, con pocos días de lluvia (la isla se encuentra afuera de la zona de huracanes) y casi con una constante brisa refrescante.

Las costas sureña y occidental son ideales para quienes disfrutan de las actividades en el agua, con kilómetros y kilómetros de playas arenosas y casi con infinitas opciones para los deportes acuáticos como el esquí en el agua, el esquí con cometas y montar en paracaídas. También se ha popularizado remar montado en tablas. Puede parecer fácil, pero sin embargo es bueno tomar una lección con Dennis Martínez en **Aruba Surf & Paddle School** y pronto te darás cuenta sobre el esfuerzo que se

DAVID TAYLOR/DONNELEY SAN TJARY · ENTRELAGOS EDITORES





PÁGINA OPUESTA: Paseo a caballo en Daimari Beach. IZQUIERDA: Mercado de arte Korteweg pop-up; un panqueque en The Dutch Pancakehouse. ABAJO: Visitando el Donkey Sanctuary Aruba.

necesita para practicar este deporte, en especial cuando los vientos arubeños comienzan a soplar

Una de las mejores zonas para hacer buceo de superficie se encuentra en **Baby Beach,** un lago en forma de media luna localizado en la punta sureste de la isla y famoso por sus aguas calmadas y de poca profundidad. Ahí no tendrás que nadar muy lejos para admirar peces loro, peces globo y de pronto una o dos anguilas. Para que experimentes uno de los lugares más idílicos de la isla casi que en completa soledad, tendrás que levantarte temprano. En conchi, una piscina natural en el parque **Arikok National Park,** las olas se estrellan contra las rocas creando una danza de rocío mientras que los cangrejos se escabullen sobre las rocas volcánicas dentadas. Es imposible llegar a la piscina conduciendo un vehículo



pero puedes hacerlo sobre el lomo de un caballo alquilado en el **Rancho Daimari.**

Luego puedes explorar la caverna **Guadirikiri Cave** a las afueras del parque. Esta caverna compuesta por dos secciones es perfecta para tomar fotografías cuando la luz solar se filtra a través de los agujeros en el techo y los murciélagos revolotean en las sombras. Para que tengas una idea de lo que era la minería en Aruba en el siglo XX, visita las ruinas **Bushiribana Gold Mill Ruins.** De regreso a la población de Oranjestad, puedes detenerte un momento en **Donkey Sanctuary Aruba,** una institución sin fines de lucro que cuida a animales enfermos o accidentados.

La comida en Aruba varía desde la casual





en las cafeterías al lado de la playa hasta restaurantes que sirven alta cocina con diferentes influencias. Una de las mejores experiencias la encontrarás en **The Kitchen Table by White,** un restaurante con sólo 16 puestos. La cena comienza con un cóctel en la azotea del bar contiguo (al atardecer si tienes suerte), y luego se traslada a una mesa grande en forma de 'U' que rodea a los chefs quienes crean un artístico plato de ocho entradas preparado con ingredientes de la localidad. La comida se desarrolla sin prisa permitiendo que los invitados se relajen después de un largo día de explorar todo lo que Aruba tiene para ofrecer



The Ritz-Carlton, Aruba.

¿DÓNDE HOSPEDARSE?

The Ritz-Carlton, el hotel lujoso más nuevo de Aruba, ofrece un magnífico panorama del mar Caribe desde cada una de las 320 habitaciones. Los huéspedes pueden disfrutar del spa con más de 4.500 m² de extensión, de dos piscinas, cuatro restaurantes y un casino. Al otro lado de la calle el **Boardwalk Small Hotel Aruba** te ofrece una atmósfera más íntima con 14 casitas independientes provistas de cocinas completas y patios.

¿DÓNDE COMER?

En **The Dutch Pancakehouse** podrás llenarte con gigantescos panqueques dulces o amargos y con pottenjek (gofres holandeses de tamaño de una moneda de dólar). En **The West Deck,** sobre la playa en Oranjestad prueba keshi yena, un plato local de carne e ingredientes embutidos en un cascaron de queso Gauda horneado. **Screaming Eagle Restaurant-Lounge** ofrece una cocina con influencia francesa servida en el restaurante en la terraza o en cama cubiertas por todos

RANDALL WILSON; MAPA: DONNIDD ESTHER

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¡HORA DE PREPARAR LA CACEROLA DE NAVIDAD!

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POR INGRID HOFFMANN

La Navidad es mi época favorita del año. Me encantan las decoraciones, reunirme con mis amistades y cocinar las recetas que me recuerdan mi niñez. Cuando niña, la estrella de nuestra mesa era el pavo que mi mamá cocinaba y todavía continúa siendolo. Sin embargo, los deliciosos platos navideños acompañantes son parte importante para adornar la mesa y la cacerola de batatas con azúcar morena y pacanas (nuez) hará que te chupes los dedos. ¡Felices fiestas y buen provecho!

MOLDE DE BATATAS Y PACANAS

PORCIONES: 6 a 8

- 3 tazas de batatas cocidas (unas 2 lb crudas)
- ½ taza de azúcar granulada
- 1½ barras (¾ taza) más 1 cucharada de mantequilla sin sal derretida y enfriada
- 2 huevos grandes
- 1 cucharadita de vainilla
- ⅓ taza de leche evaporada
- 1 cucharadita de pimienta dulce
- 1 taza de azúcar morena clara firmemente empacada
- ½ taza de harina para todo uso
- 1 taza de pacanas picadas

1. Pela y hierve 2 lb. de batatas en una olla grande con 1 cucharadita de sal hasta que estén blanditas al pincharlas con un tenedor.

2. Precalienta el horno a 350° F.

3. Utiliza un tazón grande para revolver las batatas con azúcar granulada, ½ taza de mantequilla, los huevos, la vainilla, la leche y la pimienta dulce hasta que la mezcla esté suave. Pásala a un molde refractario cuadrado de 8 pulgadas. En otro tazón revuelve con un tenedor el azúcar morena, la harina, la mantequilla restante y las pacanas. Esparce lo anterior sobre la mezcla de batatas y colócala en la mitad del horno para hornearla por 35 minutos.

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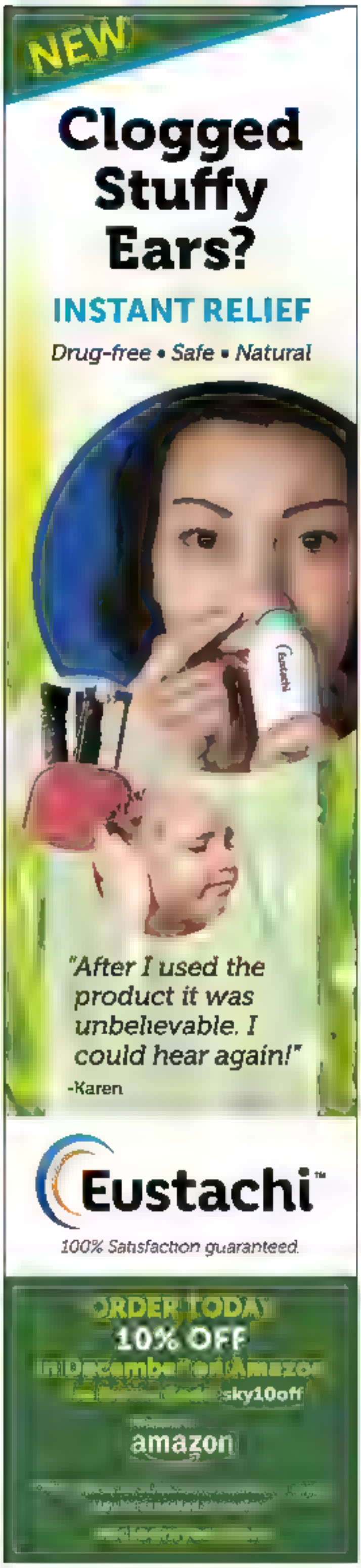
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KEEP CLIMBING

DELTA



THE NORDSTROM TOUCH

CONTINUED FROM PAGE 79

shopping for men, and HauteLook, a designer auction website, speaks to that evolution. "We needed more plays to run," Erik says. "It's not about channels; it's about the customer."

A FEW YEARS AGO, YOUNGER FEMALE customers weren't buying the clothes. Nordstrom conducted market research that showed women ages 18 to 35 were shopping the store for cosmetics and shoes, but going elsewhere for clothing. Namely, to Topshop and J.Crew.

Those retailers are known in the industry as verticals. They manufacture and sell their own product, as opposed to the way a department store offers an assortment of brands. "There aren't as many brands to buy from in that space today," Pete says of the women's contemporary fashion business. "We needed to be more compelling to younger women."

So Nordstrom partnered with hot U.K.-based brand Topshop, which has yet to reach most U.S. malls. Analysts called it an odd pairing, but three years later, Topshop has been expanded to 92 of Nordstrom's 121 full-line stores and continues to perform well. So well, in fact, that J.Crew chairman and CEO Mickey Drexler took note. "He reached out to us a year ago. It was thrilling," says Pete, still starstruck over meeting the legendary merchant—as if Nordstrom were a mere start-up rather than a leading national retailer. Drexler wanted to expand the reach of its offshoot women's brand Madewell, which has been outshining the struggling J.Crew. For Nordstrom, it's another opportunity to deliver a brand that resonates with younger shoppers. The initial partnership was recently doubled, with Madewell departments in 30 Nordstrom stores. "To have the kind of credibility they bring around design within our four walls is powerful," Pete says.

Nordstrom is taking another play from J.Crew and turning its vice president of creative projects, Olivia Kim, into the Jenna Lyons of the company. The former star buyer of Opening Ceremony, Kim was given carte blanche to curate a new in-store boutique called Space, which launched this fall at four West Coast Nordstrom stores. Space spotlights an eclectic mix of emerging designers—the sort who don't have the name recognition or distribution capabilities of department store heavy hitters such as Ralph Lauren or DKNY ... and are, frankly, too cool.

"Sometimes it's hard for a big company to do this," Pete says. "It can be scary for a small brand, but they know Olivia."

Kim also oversees the Pop-In@Nordstrom shops, now at seven stores and online. Nearly every month, the department is reimagined with a new theme and new merchandise you wouldn't expect to find at Nordstrom. "Nobody is coming to Nordstrom for a jar of pickles," Pete says, grabbing a jar of McClure's off the shelf. "But once they see it, they might decide to take it home."

He looks at designer shoes in much the same light. An $895 Christian Louboutin gold-sparkle high-top may shock some customers, but even if they balk at the price, "we think that's great," Pete says. "The seed is planted. And they know that when the day comes, they don't have to go to Neiman Marcus for that. It's about expectations."

Forging into Canada has forced Nordstrom Inc. to think about expectations anew. "We are a company that promotes from within, but we couldn't do that in Canada," Blake says. The vast majority of the retailer's Canadian workforce consists of people who are new to the company, begging the question: Can Nordstrom's culture of service be taught, today, on such a mass scale?

"It's about being real, being genuine," Erik says. "We try to hire nice people, and we tell them to be themselves."

That's one of the fundamental lessons the brothers say they've learned from their father. He didn't teach them how to sell. He taught them to be honest, and consistent. It's one of the very principles—along with a respect for the store's customers and their good taste—that allows Nordstrom to sell full-priced goods while many competitors treat every day like Black Friday. And to hold off on Christmas decorations until after Thanksgiving, even when the holidays are in full swing throughout the rest of the mall. And to sell $1,450 Fendi boots without repelling bargain hunters.

All things considered, the Nordstrom handbook is really quite brief, Blake says. "Rule No. 1: Use your best judgment. Rule No. 2: Refer back to rule No. 1."



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DELTA SALUTES





FROM LEFT TO RIGHT: Honorees and their guests at the Chairman's Club Gala; Delta executives recognize Brenda McCrary.

CHAIRMAN'S CLUB

Now in its 19th year, Delta's Chairman's Club recognizes employees who consistently demonstrate dedication and high standards of service to Delta customers, co-workers and the community Delta serves. The 100 honorees—which represent 27 cities in six countries—were nominated by their peers and Delta leaders. On October 29, Delta's senior leaders were able to recognize those honorees at a gala held at the Delta Flight Museum in Atlanta.

"Tonight is always one of my favorite nights at Delta as we celebrate our distinguished honorees at the annual Chairman's Club gala," said Delta President Ed Bastian. "Our honorees are truly the best in the business and I am so proud to work alongside them each and every day."

Airport Customer Service
Nykia Abbott ATL
Mick Bauer MSP
Jesse Bolling ATL
Corey Connell ATG
Barry Erb CVG
Gregory Felice DTW
Jason Fogelman ATG
Heather Forde JFK
Maria Georges ATH
Carol Goh SIN
Yuko Kawakami NRT
Anita Knapp [illegible]A
Ron Majors ATL
Bob Mantle PBI
John McDonald ATL
Sharon McKinney ATG
Jeff McWhinney YWG
Neil O'Sullivan LHR
Darin Parker SEA
Stanley Partyka MSP
David Pederson MSP
Eddie Perez YYZ
Michele Peterson DTW
Christopher Portman PIT
Cyril Radwin DTW
Derrick Rankins LAX
Steven Rich BDL
Terryjo Rogers [illegible]B
David Thomas TPA
Janet Toland FLL
Davina Treadwell DTW
Randy Vogel LGA
Marilyn Wilkinson SEA
Gregory Woodard ATL

Corporate Support
Connor Carolan-Tolbert ATG
Jeff McCauley ATG

Flight Operations
Jim Breaugh [illegible]N
Wayne Cochran ATL
Lisa Gahnz ATL
Russ Gentry ATL
Randy Hightower SLC
James Hyslop ATG
Steven Lee SEA
Mark Metzger ATL
Howard Orban DTW
Jon Pendleton DTW

In-Flight Service
June Bebo HNL
Christy Blackburn CVG
Lawrence Brown NYC
Kay Carpenter A[illegible]
Leslie Cobb ATL
Timi Cofer ATL
Frank Giglitto LAX
Marsha Guibbert MSP
Michelle Jump CVG
Tamzan Miller M[illegible]P
Joe Mogren MSP
Domingo Molina SEA
Kristin Mouty SLC
Dustin Perry MSP
Lisa Rantala MSP
Deborah Robinson Herring ATL
Eric Schoenbaum A[illegible]
Georgia Sherman S[illegible]
Tammy Spence [illegible]
Laura Swanson SL
Edwin Vializ M[illegible]O
Hiroki Yamasaki NRT
Denise Gates-Danilewski MSP
Serene Ho SIN
Brenda McCrary [illegible]T
Phyllis Mushro [illegible]F
Layne Richardson [illegible]C
Melissa Sefin [illegible]LC
Carolyn Vales [illegible]FW
Sharon Wong [illegible]N

Information Technology Services
Gary Leerhoff MSP
Genya O'Brien ATG

Operations
Brad Mason ATG
Tina Rawlins ATG

Reservations Sales & Customer Care
Linda A. Agnew-Riley [illegible]T
Michael Bielejeski H[illegible]B
David Clayton [illegible]A

Sales
Michael Bauerle MSP
Anthony Ford [illegible]TL

Technical Operations
Bernard Baider M[illegible]S
Michael Bouchard [illegible]N
Cathy Cooke [illegible]TL
Tony Davidson [illegible]A
Ronnie Heard A[illegible]L
Larry Lovegrove DTW
David Luttenbacher [illegible]TW
Mark Nolen A[illegible]L
Greg Ostovich TP[illegible]
Dave Payment [illegible]AT
Paul Perett A[illegible]L
Richard Spencer [illegible]HR
Christian Vehrs [illegible]AT
Mike White A[illegible]
Gary Yarbrough A[illegible]

DELTA STUDIO

THE ENTERTAINMENT

ON LOCATION

Maze Runner: The Scorch Trials was shot entirely in New Mexico, namely in and around Albuquerque. One location that locals may recognize is the 8,500-square-foot Gertrude Zachary estate in downtown.



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NEW RELEASES

1. Blacklist
   Television
2. **Maze Runner: The Scorch Trials**
   Movie
3. **Sleeping with Other People**
   Movie
4. Grandfathered
   Television
5. **Straight Outta Compton**
   Movie ●
6. **The Wolfpack**
   Documentary
7. Skee TV
   Television
8. **Mistress America**
   Movie
9. **Shaun the Sheep Movie**
   Movie ●
10. Mr. Robot
    Television
11. Celebrity Name Game
    Television
12. NCIS: New Orleans
    Television

3 WAYS TO WATCH

- **Seatback Screens**
- **In-Flight Streaming on your laptop, tablet or smartphone**
- **Overhead Screens**

Closed Captioning is available on a selection of seatback screens noted throughout each guide and highlighted with the CC icon on the browsing pages of each. To turn captions on or off, push the icon on your screen once your video starts. Currently available on A330, B737-900ER, B747, B777, most B757-300ERs and some B757 and 737-800 aircraft.

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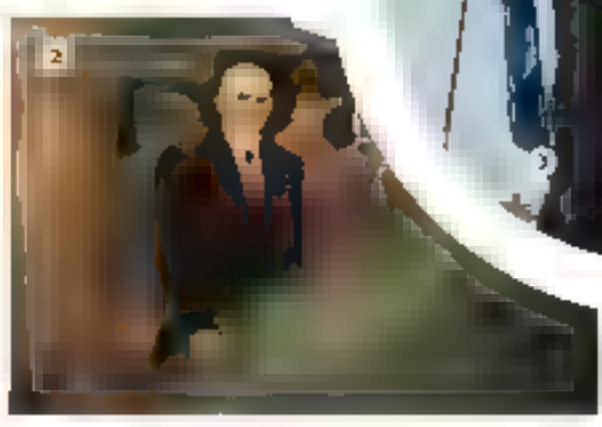
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DELTA STUDIO℠

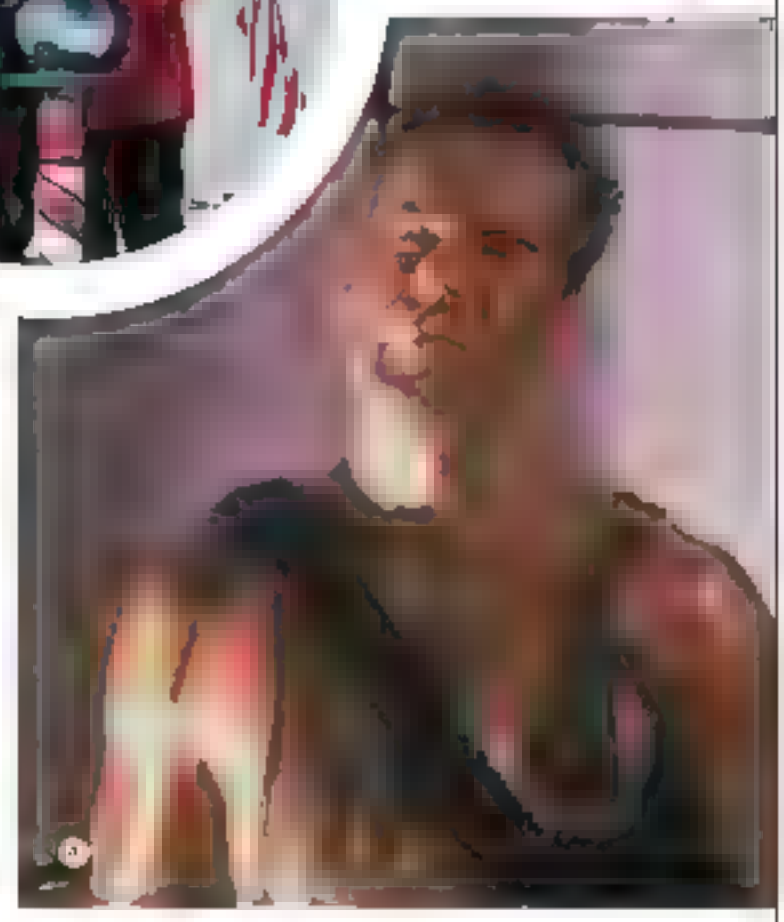
MOVIES











1. Attention — A Life in Extremes
Watch extreme athletes Guillaume Nery, Gerhard Gulewicz and Haivor Angvik push the boundaries and abilities of the human body in this documentary.

2. Hitman: Agent 47
Stars Rupert Friend. A man who has been made into the perfect killer must stop a corporation from using the same techniques to create its own army.

3. Antarctica: A Year on Ice
This documentary follows research station workers, capturing what it takes to live and work in Antarctica for a year enduring the harshest elements on earth.

4. Die Hard
Stars Bruce Willis. When NYPD officer John McClane's wife and children are taken hostage with several others, he must stop the German terrorists responsible.

5. Noi e la Giulia (The Legendary Giulia and Other Miracles)
Stars Luca Argentero, Edoardo Leo, Stefano Fresi. Based on the book *Alfa Romeo 1300 and Other Miracles* by Fabio Bartolomei



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FEATURED MOVIES

THE HOLIDAYS
National Lampoon's Christmas Vacation
White Christmas
Elf
The Sun Also Rises
How the Grinch Stole Christmas

FRANK SINATRA
Ocean's 11 (1960)
On the Town
High Society
From Here to Eternity
Guys and Dolls

COMEDY
Trainwreck
Vacation
Magic Mike
Spy
Pee-wee's Big Holiday

DOCUMENTARY
A Lego Brickumentary
That Sugar Film
Amy
The Roughnecks
Mistaken for Strangers

ACTION & ADVENTURE
Mission: Impossible Rogue Nation
Fantastic Four (2015)
Ant-Man
Terminator Genisys
San Andreas

SKY KIDS
The Little Prince
Song of the Sea
Home
Paddington
Inside Out

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Finder
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Anchorage
Hawaii-Mexico
Caribbean
Central America
Elf
Europe
Mexico
Minions
Spanish
Mexico
Hero*
Europe
Spanish
Caribbean
Central America

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— *Halle Berry on her* Extant *character, Molly Woods*



TELEVISION



Marvel's Guardians of the Galaxy

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TED



Amy Schumer: Live at the Apollo

The Emmy-winning comedian gets her first HBO standup special at New York's iconic Apollo Theater.

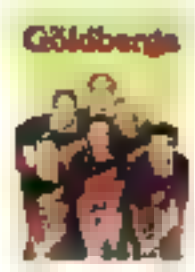
HBO



Galavant

In this musical comedy fairy tale television series, Sir Galavant must rescue the love of his life from the evil King Richard with the help of his squire and Princess Isabella.

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Discovering Frank Sinatra

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The Rise and Fall of The Clash



From the Basement

SEE PAGE 68 FOR PHOTOGRAPHS

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- Bi boards Hits
- More B boards Hits
- Frank Sinatra
- Country Love Ballads
- TED Ideas In Flight
- Stuff You Should Know: How PEZ Works
- African Heartbeat
- R & B
- Modern Rock
- Classic Rock
- Spot ight George Shearing, Part 1
- Spotlight: George Shearing, Part 2



Frank Sinatra
In celebration of Sinatra's 100th birthday, get lost in tunes such as "My Kind of Town," "That's Life," "My Way" and many more.



TED Ideas in Flight
Stories from TED speakers who dare to hack the brain, the climate, and even the animal kingdom in hopes of creating a better world.



Stuff You Should Know: How PEZ Works
Discover the history of PEZ from its beginnings in Vienna as a quit-smoking tool to its symbolism of childhood.



Modern Rock
Sample current modern rock and hard hits from artists around the globe, including **Steven Wilson,** Failure and many more



Th s month, catch the Grammy-winning rock band **Mumford & Sons** on heir U.K & Ireland Tour 2015 before they wrap up in Glasgow on Decem ber 14. And be sure to sten to the r hit s ngle. "The Wo f," on board now

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The Wolf

Jason Aldean
Gonna Know We Were Here

Walk The Moon
Shut Up and Dance

Wiz Khalifa ft. Charlie Puth
See You Again

Jason Derulo
Cheyenne

Fifth Harmony ft. Kid Ink
Wo th It

Meghan Trainor
Dear Future Husband

David Guetta ft. Emeli Sandé
What Did For Love

J. Cole
Apparently

Sia
Elastic Heart

Hozier
Someone New

Skrillex and Diplo ft. Justin Bieber
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LONDON (LHR) **Madonna** December 1 2, **Disclosure** December 1 2

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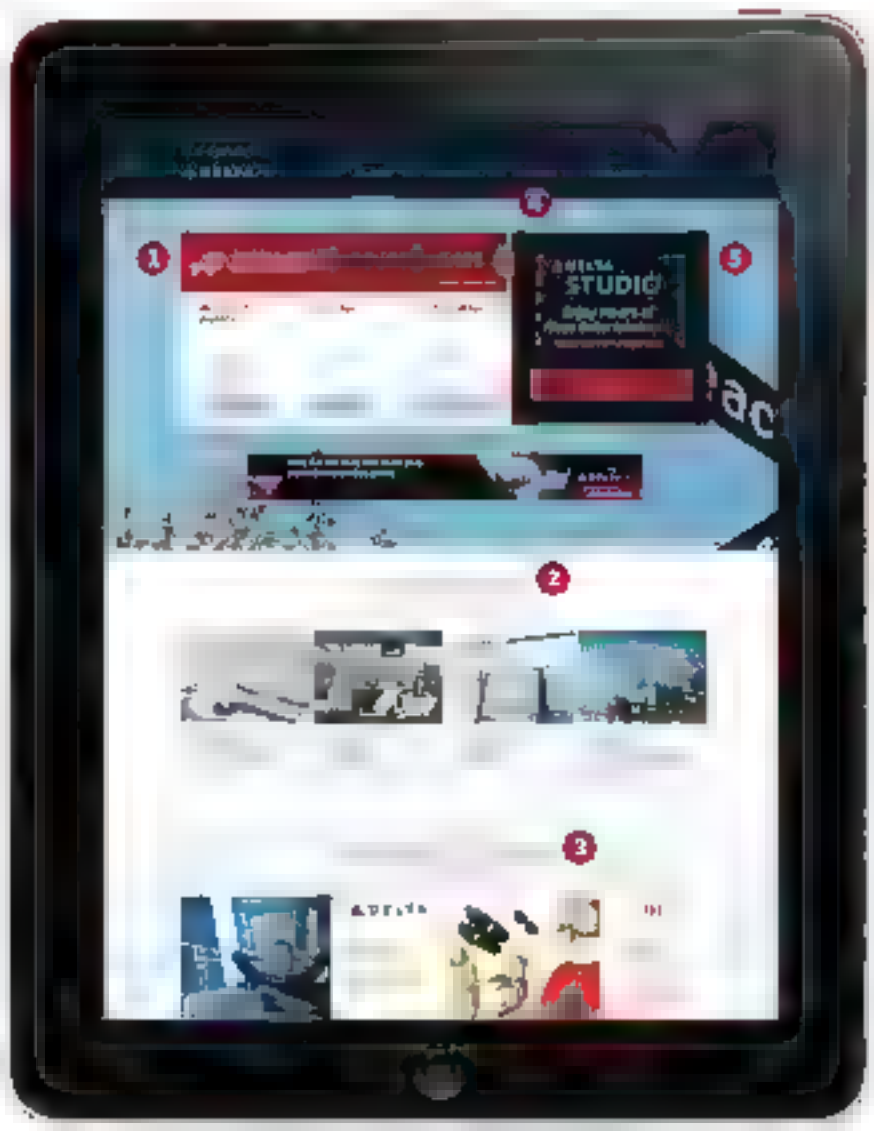
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3 Partner Offers
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AIRPLANE															
110-VOLT	All rows	Rows 1-3	Rows [illegible] all aircraft Rows 10-12 select aircraft	All rows	Rows 1-3 [illegible] and 7[illegible]-80	Rows 1-4 and 8-27 [illegible] of all rows [illegible]	All rows	Rows 5	Rows [illegible]-6 and 3-22 or 9 and 7-26 [illegible]	Rows 1-[illegible]0 and 15-24	Rows 12 and 29-38	Rows 1-6 and 10-19	Rows 1-4	Rows 1-4 and 10-12	Rows [illegible]
USB	All [illegible]	All seats	All seats with seatback screens	All seats	All seats	All seats with seatback screens	All seats	All seats	All seats	All seats	All seats	All seats		Rows [illegible] and 10-[illegible]2	

Note: Availability and [illegible] may vary by aircraft due to [illegible]. [illegible]

DRINKS + EATS

FEATURED BEVERAGE

Frank's Way $8

In honor of Frank Sinatra's 100th birthday on December 12, the crooner's favorite cocktail is featured all month long. Ice cubes, 2 fingers of Jack Daniel's and a splash of water



EATS

On board flights of 900 miles or more and select Caribbean and Latin American markets, you may purchase the individual snacks below or try our EATS treats and tapas snack boxes. EATS purchases are not available on Delta Connection single-class aircraft.





Mrs. May's Crunch Mix

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Old Wisconsin® Beef Salami Slices, Nabisco® Wheat Thins, Rondelé® Peppercorn Parmesan Cheese Spread Pepperidge Farm® Cheddar Goldfish® Crackers, Welch's® Fruit Snacks, Mixed Fruit, Oreo® Cookies, Tic Tac® Fresh mints

$8.99 TAPAS*



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Alcohol may be served only to customers 21 years of age and older. By FAA rule, we may not serve alcohol to customers who appear intoxicated. Only alcohol provided by Delta and served by flight attendants may be consumed on board.

SPIRITS $8

Avión Tequila
Bacardí Rum
Baileys Irish Cream
Bombay Sapphire Dry Gin
Canadian Club Reserve Whisky
Courvoisier V.S.O.P Cognac
Dewar's Scotch
Finlandia Vodka
Grey Goose Vodka[2]
Jack Daniel's Single Barrel Tennessee Whiskey[3]
Jack Daniel's Tennessee Honey Whiskey
Jack Daniel's Tennessee Whiskey
Woodford Reserve Small Batch Bourbon

WINES $8

Red or White

DOMESTIC BEER $6

Miller Lite

SPECIALTY BEERS $7

SweetWater 420[3]
Ballast Point[4]
Brooklyn Brewery[5]
Stella[6]
Blue Moon[7]
Heineken
Samuel Adams-Boston Lager

[illegible] flight. All Delta and Delta Connection flights within North America (including the United States, Canada, Mexico, Central America and the Caribbean) serve malt[illegible] available in the Main Cabin on North American flights. Delta Connection single-class flights accept cash only. In First and Delta One™ cabins, all beer, wine and spirits are complimentary. For a complete listing of wines and champagnes available in Delta One™, please refer to your menu or ask a flight attendant for today's selection. In [illegible] and intra-Asia flights, all beer, wine and spirits are complimentary. In Delta Comfort+™ on all flights to and from Canada, Mexico, Central America and the Caribbean, beer, wine and spirits are complimentary. In Delta Connection [illegible] Chicago/New York City/Washington, D.C. Delta Shuttle® flights, all passengers will enjoy a selection of complimentary [illegible] may not be available on shuttle flights on days regularly San Francisco Delta Shuttle® flights, all passengers will [illegible] alcoholic coffee complimentary. Shuttle wine and the following beers: Miller Lite, Lagunitas Brewing Company [illegible]. **Allergen information for all food products is available from flight attendants upon request on Delta-operated flights departing from the following cities: Amsterdam (AMS), Athens (ATH), Barcelona (BCN), Brussels (BRU), Copenhagen (CPH), Dublin (DUB), Düsseldorf (DUS), Frankfurt (FRA), London (LHR), Madrid (MAD), Malaga (AGP), Manchester (MAN), Milan (MXP), Munich (MUC), Nice (NCE), Paris (CDG), Pisa (PSA), Prague (PRG), Rome (FCO), Shannon (SNN), Stockholm (ARN), Stuttgart (STR), Venice (VCE), Zürich (ZRH).**

Complimentary Beverages



SOFT DRINKS

Coca-Cola
Coca-Cola Zero
Diet Coke
Fresca
Sprite
KUAT

MIXERS

Mr. & Mrs. "T" Bloody Mary Mix
Seagram's Ginger Ale
Seagram's Sparkling Seltzer Water
Seagram's Tonic Water

JUICES AND BOTTLED WATER

Minute Maid Apple Juice
Minute Maid Cranberry Apple Cocktail
Minute Maid Orange Juice
Tomato Juice
Bottled Water
LaCroix Sparkling Water
Milk

HOT DRINKS

Starbucks® coffee
Starbucks VIA® Ready Brew Decaf
Bigelow Tea
Harney & Sons Tea[4]

[illegible] All rights reserved

The Coca-Cola Company

[illegible] Available on flights to and from Brazil only.
[2] Available on some International flights.
[3] Select Southeast cities only.
[4] North America only.

Delta recycles cans, plastic bottles and [illegible]. Delta's In-flight Recycling Program benefits Habitat for Humanity. Ask a flight attendant about recycling on [illegible].

在美国境内航班上，多类葡萄酒及烈性酒仅供年满21岁的客人可免费享用饮酒。倘若酒后表现异常，我们也有权拒绝为您提供酒水。我们不会为酒后驾车的客人提供酒水。如果您不希望看到免费供应的酒类饮料，请告知乘务员。

IN-FLIGHT INFORMATION

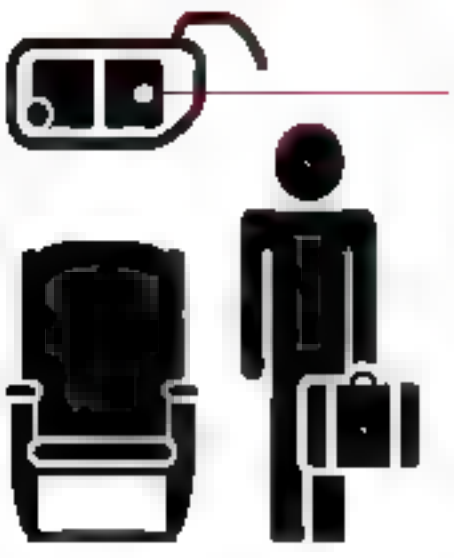
PORTABLE ELECTRONIC DEVICES



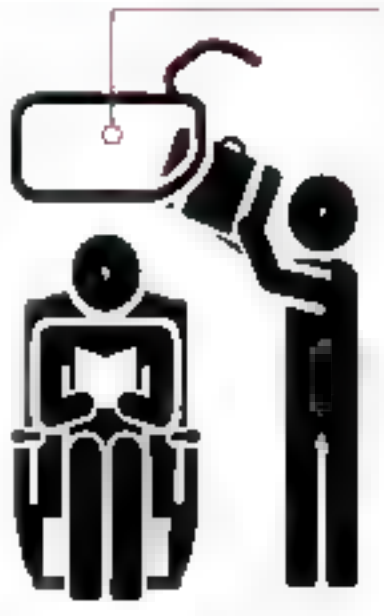




CARRY-ON BAGGAGE



Stow carry-on items in overhead compartment or under seat. Items you need to access should be stowed under your seat



Use caution when stowing items overhead.

Pets must remain in closed hard- or soft-sided carriers at all times



Cabin issues on your flight? Please share your feedback at cabin.mtc@delta.com.

ALSO OF NOTE

Mobile Phone Usage



[illegible] in flight when in Airplane Mode [illegible]

Please Be Considerate

Please [illegible] electronic devices



Spare Batteries

Spare lithium batteries are [illegible] carry-on baggage [illegible] carry-on [illegible] batteries [illegible] must be protected [illegible] terminals [illegible] in carry-on baggage [illegible] visit **safetravel.dot.gov.**

Tobacco

Smoking and the use of smokeless tobacco [illegible] E-cigarettes are [illegible] in checked bags and [illegible] be charged [illegible]



Never Permitted

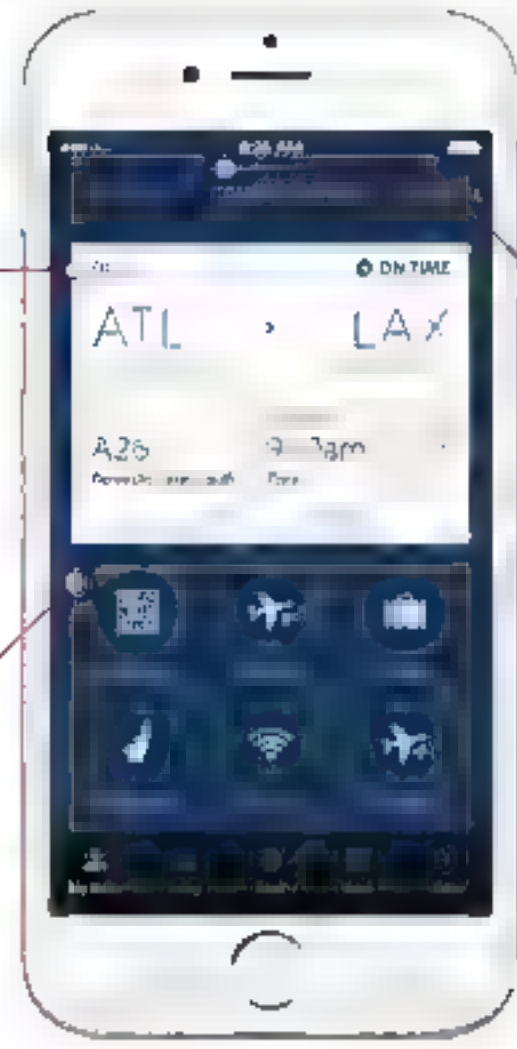
AT YOUR SERVICE

YOU ASKED, WE ANSWERED

"TODAY" ON THE FLY DELTA APP

W th the Fly Delta app for iPhone and Android you get everyth ng you need for your trip all on one screen Versatile, capable and reliable, the app does practically everything you need to make your trave plans and keep them on track

Flight Details
Starting 24 hours before your flight, the app will automatica y d splay the "Today" screen which gives you a quick and easy way to view gate and terminal, boarding time, seat ass gnment and even your spot on the upgrade st



Easy Connect
f you have a connecting fl ght, simply swipe forward to view al of the same options for each leg of your ,ourney

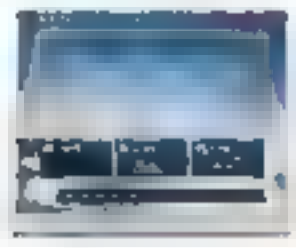
All in One Place
It a so gives you one-tap access to your board ng pass, bag tracking status, W -Fi purchase and more

Need help rebooking, changing seats or printing a new boarding pass? You can now use:

❶ **Fly Delta app**



❷ **Kiosk**



❸ **delta.com**



Delta Sky Club: Your Airport Retreat Awaits

Delta Sky Club® is an award-w nning lounge where you can work or relax in sty e. And with C ubs worldwide, finding a reprieve is easy

Members Enjoy:
- Fu y stocked bars with complimentary craft beer wine and spirits
- Fresh, hea thy food offerings served all day with full service menus ava lable for purchase at JFK T4 and SFO
- Personalized flight ass stance
- Comp mentary W -F access
- Private showers at se ect ocatrons
- Satell te TV for sports, news and more



Plus, you can ndu ge in premium wine, beer, champagne and spirits for purchase at THE BAR at Delta Sky C ub® in addition to our comp mentary bar offer ngs. Stop nto a Club or visit **delta.com/skyclub** to earn more

gt
20 4

apex

Winner of the 2013 APEX Avion Award for Best Single Achievement in Passengers Experience

Controlling the Unexpected

- Please check the **Flight Information Screens** for up-to-date fl ght information These screens may be ocated near a Need Help? Center or gate area.
- f you have missed your f ght due to a delay or cancellation, you w l be **automatically rebooked** on the next avaiab e f ght
- You can **scan your existing boarding pass** at any avai ab e De ta scanner to receive your new f ght information Delta scanners are located at our Need Help? Centers or in select gate areas at many Delta airports.
- We' make every effort to **reroute your checked baggage** to your next flight

DO YOU HAVE OTHER QUESTIONS?
Call
1-855-548-2505
Tweet us
@DeltaAss st

FEEDBACK?
Have a comment or complaint regarding your Delta experience? Share your feedback at delta.com/talktous Please have your flight details available, including flight number, date and departure and arrival cities.

FLEET

Wi-Fi ONBOARD

Staying connected is easier than ever with Delta's onboard Wi-Fi

KNOW YOUR PLANES

Seats: 376
Range: 7,770 miles
Speed: 564 mph (908 km/h)
Length: 231' 10"
Number in fleet: 8

B747-400



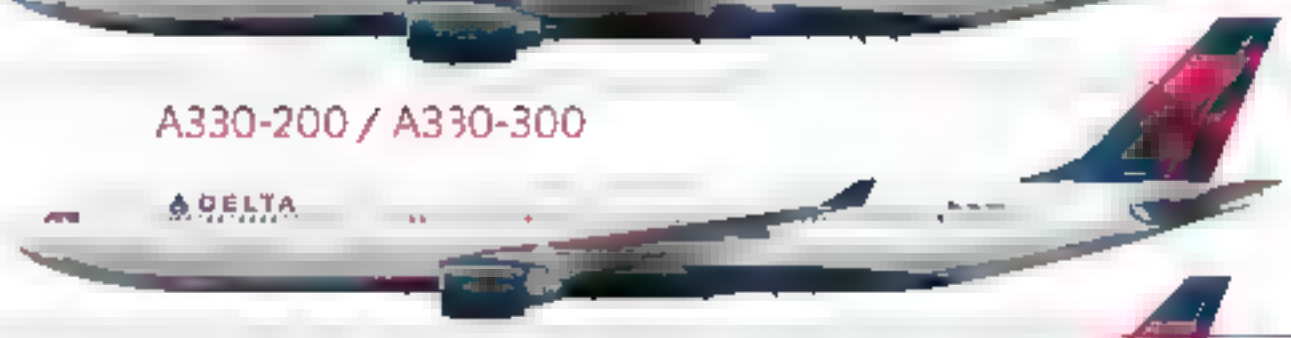
Seats: 291
Range: 8,235-10,035 miles
Speed: 550 mph (885 km/h)
Length: 209' 1"
Number in fleet: 8 / 10
Image represents 777-200LR

B777-200ER / 777-200LR



Seats: [illegible]293
Range: 5,685-7,274 miles
Speed: 537 mph (864 km/h)
Length: 188' 8" / 208' 10"
Number in fleet: 11 / 25
Image represents A330-300

A330-200 / A330-300



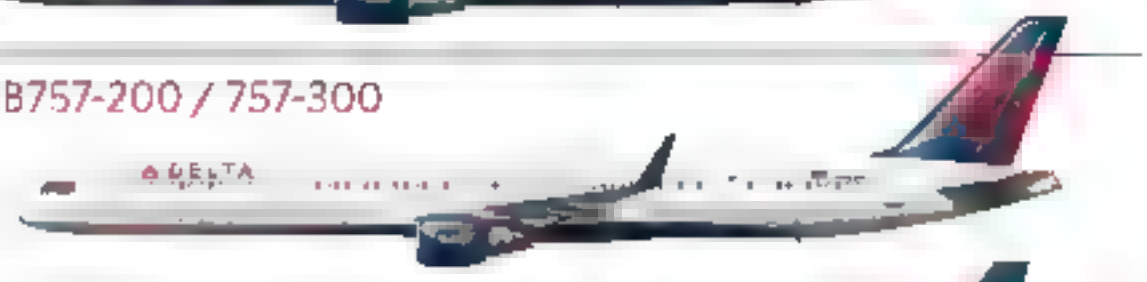
Seats: 261 / 211-226 / 246
Range: 3,275-3,575 / 6,050-6,375 / 6,020 miles
Speed: 517 mph (832 km/h)
Length: 180' 3" / 180' 3" / 201' 4"
Number in fleet: 14 / 58 / 21
Image represents B767-400ER

B767-300 / 767-300ER / 767-400ER



Seats: 168-199 / 234
Range: 2,808-4,705 miles / 3,228 miles
Speed: 517 mph (832 km/h)
Length: 155' 3" / 178' 7"
Number in fleet: 111 / 16
Image represents B757-300

B757-200 / 757-300



Seats: 124 / 160 / 180
Range: 2,925 miles / 2,850-2,930 miles / 2,810 miles
Speed: 517 mph (832 km/h)
Length: 110' 4" / 129' 6" / 138' 2"
Number in fleet: 20 / 73 / 47
Image represents B737-900ER

B737-700 / 737-800 / 737-900ER



Seats: 110 / 149 / 160
Range: 1,510 miles / 1,907 miles / 1,992 miles
Speed: 498 mph (801 km/h)
Length: 124' 0" / 147' 10" / 152' 7"
Number in fleet: 87 / 116 / 65
Image represents MD90

B717 / MD88 / MD90



Seats: 126-132 / 150-160
Range: 2,399 miles / 2,336-2,420 miles
Speed: 517 mph (832 km/h)
Length: 111' 0" / 123' 3"
Number in fleet: 57 / 69
Image represents A320

A319 / A320



Seats: 50 / 65-69 / 76
Range: 1,265 miles / 1,650 miles / 1,744 miles
Speed: 488-515 mph (785-829 km/h)
Length: 87' 10" / 106' 1" / 118' 11"
Number in fleet: 132 / 80 / 152
Image represents CRJ-900

CRJ-200 / CRJ-700 / CRJ-900



E170 / E175

Seats: 69-76
Range: 1,800 miles
Speed: 545 mph (877 km/h)
Length: 98' 1" / 103' 11"
Number in fleet: 20 / 52
Image represents E175



ERJ145

Seats: 50
Range: 1,496 miles
Speed: 517 mph (832 km/h)
Length: 98' 0"
Number in fleet: 26



Wi-Fi available on all B747, 757, 737, 777, A330, 319, 320, 88, 90, CRJ700, 900, ERJ, E[illegible] 75 aircraft, and select B777 and 767 aircraft. Information as planned for December 2, 2015.

WORLDWIDE PARTNERS

ALLIANCES THAT TAKE YOU FARTHER



SKYTEAM

Welcome to an oasis of tranquility . . . The SkyTeam Exclusive Lounge.

At their hubs and beyond SkyTeam members' world-class lounge facilities are a welcome escape from busy terminals and are the place to enjoy a little preflight or stopover relaxation. When you're in London Heathrow's T4, Istanbul, Sydney or Hong Kong and soon in Dubai and Beijing, you can step into a SkyTeam Exclusive Lounge to unwind. They add a breath of fresh air to your travels with their lush botanical walls. And they're fully equipped for a bit of work, a bite to eat or a longed-for break. Our member airlines offer 636 lounges. Step into the one nearest you using the Lounge Finder on the SkyTeam app or at **skyteam.com.**

SEASON'S GREETINGS!

At SkyTeam, we're proud of our 1,057 destinations and 636 lounges, but it's the positive feedback from customers that inspires us to make travel more seamless for you. Here are a few of this year's milestones:

15 Years Together. The Best is Yet to Come!
In June, our 20 members happily celebrated 15 years together with customers at airports, in our lounges and in the air. Check out our 15th Anniversary blog on skyteam.com to learn more about the future we're building for you.

Stunning New Lounges and Improvements
2015 was the year for new lounges in Sydney and Hong Kong. Dubai and Beijing are next!

Health-conscious travelers have embraced our special Yoga Rooms in our London-Heathrow and Hong Kong lounges, as well as new in-flight instructional yoga videos.

Customers Help Make SkyPriority Better
Top customers worldwide are sharing their SkyPriority experiences with us via the new SkyPriority Panel app. They help us maintain and improve our red carpet priority airport services. The app is available through the Apple App Store and Google Play Store.

Corporate Agreements for Chinese Companies
SkyTeam is the No. 1 alliance in Greater China. Chinese businesses got a boost this year with the introduction of an easy way to conclude a single Chinese-language local agreement. They also enjoy significant savings on corporate travel with up to 14 member airlines operating in this vibrant economy.

SkyTeam: Alliance of the Year
We were named "2015 Airline Alliance of the Year" in the annual Air Transport News awards, and "Best Airline Alliance in Latin America" in *Latin Trade Magazine*'s Best of Travel Annual Awards 2015.

Fifteen years after we started, tomorrow's ambition remains the same: caring more about you. In everything we do. On behalf of all 20 SkyTeam members, thank you for choosing to fly with us in 2015. We look forward to caring about you in 2016 and beyond! *skyteam.com*

SKYTEAM · AEROFLOT · Aerolineas Argentinas · AEROMEXICO · AirEuropa · AIRFRANCE · Alitalia · CHINA AIRLINES · CHINA EASTERN · CHINA SOUTHERN · CZECH AIRLINES · DELTA · Garuda Indonesia · Kenya Airways · KLM · KOREAN AIR · MEA · SAUDIA · TAROM · Vietnam Airlines · XIAMENAIR

Feedback Comments? Suggestions? We'd love to hear from you! Share your feedback at delta.com/talktous.

OTHER TRAVEL PARTNERS

In addition to our SkyTeam partners, Delta also has other travel partners that offer codeshare flights and frequent flyer agreements. Together, we are committed to offering you high-quality service, convenient travel options and more opportunities to earn and redeem miles. Visit delta.com/partnerairlines to learn more.

	SKYMILES® PARTNER	DELTA CODESHARE PARTNER
Air Tahiti Nui*	●	
Alaska Airlines	●	●
GOL	●	●
Hawaiian Airlines**	●	●
Virgin Atlantic	●	●
Virgin Australia	●	●
WestJet***	●	●

* Redemption only ** Inter-Island only *** Accrual only

Heathrow Heads Up: We now fly from LHR terminals 3 and 4.

Before you lift off to or from London, please note that Delta flights operate from LHR T3 and T4. Flights operated by Virgin Atlantic are in LHR T3. Be sure to check your flight status at delta.com or via the Fly Delta app to confirm your terminal information 2½ hours prior to departure. And visit delta.com/virginatlantic for additional travel information, including the many benefits you enjoy through our partnership with Virgin Atlantic.

T3 Flights
Boston (BOS)
Newark (EWR)
New York (JFK)
Los Angeles (LAX)

T4 Flights
Atlanta (ATL)
Detroit (DTW)
Minneapolis-St. Paul (MSP)
Philadelphia (PHL)
Seattle (SEA)



Since its inception in January 2014, more than 4 million passengers have flown the Delta & Virgin Atlantic Joint Venture.

This fall, Delta and Virgin Atlantic offer 39 daily round-trip transatlantic flights between the United Kingdom and 15 destinations across North America, with 10 daily flights between London Heathrow and New York (JFK and Newark). The partnership has been recognized by its customers. Delta was awarded 2014 Airline of the Year by *Air Transport World Magazine* and Virgin was named 2014 Best Long-haul Airline by UltraTravel Awards.

As the industry's first transatlantic joint venture, the partnership between Delta, Air France-KLM and Alitalia continues to offer more choices and more convenient and frequent flights.

Regardless of which airline you choose, you will enjoy access to a broad transatlantic network, with access to 13 global hubs offering more than 7,500 daily flights to more than 540 destinations. Delta, Air France-KLM and Alitalia offer customers one of the largest airport lounge networks in the industry.

SKYMILES

THE SKY'S THE LIMIT

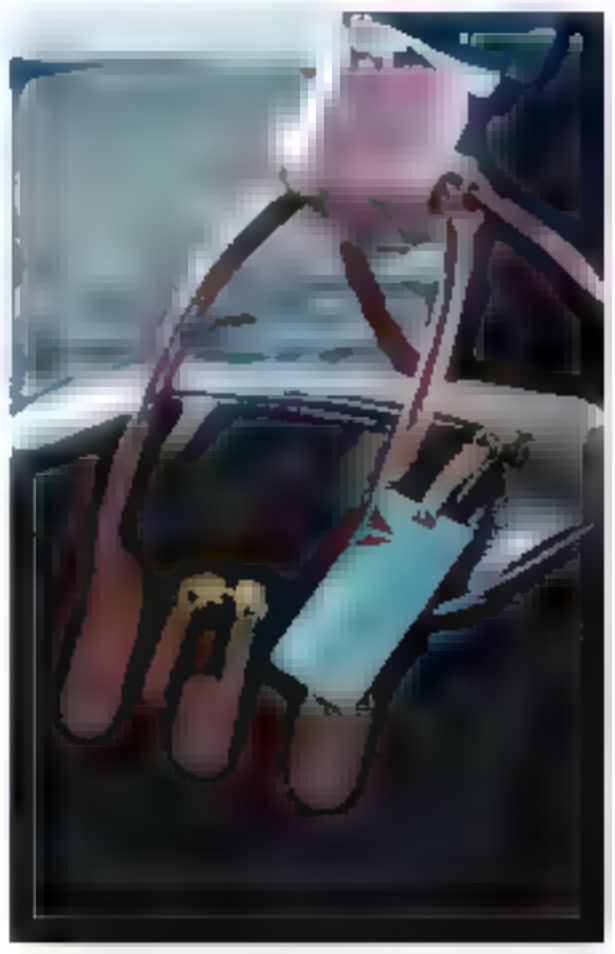
GET MORE OUT OF YOUR TRAVEL WITH THE DELTA SKYMILES PROGRAM.

If you're read ng this and not enrol ed in the SkyMi es® program, you're not getting a l you can out of your tr p. Get rewarded when you fly with us with a SkyMi es membersh p. V sit **delta.com/enroll** to sign up. You can a so request credit for the past 30 days' f ights (nc ud ng th s one) at **delta.com/mileagecredit.**

Earn Miles on More Than Just Flights.

Love earn ng miles? Thanks to our SkyM es partners, you can earn miles on more than just flights. Whether you re booking a hotel or car for your next business tr p, shopping or d n ng out w th friends or do ng business with our partners, boost your m eage balance faster. And remember, Delta is the only major U.S. carrier whose mi es don't expire.

spg | HILTON HHONORS | Hertz | SKYMILES DINING



Use Miles for More Than Just Award Travel.

You can use your miles in so many ways.

- **Airfare:** Book Award Travel to any of our 319 dest nations n 59 countr es
- **Once-in-a-Lifetime Access:** SkyM les Experiences™ is your t cket to award shows concerts and more
- **Charity:** SkyWish lets you do good by donating to 17 top charit es
- **Shopping:** From fash on to electronics, SkyM les Marketplace lets you use miles for the brands you ove
- **Delta Sky Club® membership:** Relax away from the gate n any of 200 award-w nning oca ons worldwide

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JOIN NOW AT DELTA.COM/ENROLL

Feedback Comments? Suggestions? We'd love to hear from you! Share your feedback at delta.com/talktous.

MEDALLION LEVEL	SILVER	GOLD	PLATINUM	DIAMOND
Medallion Qualification Miles OR Medallion Qualification Segments AND Medallion Qualification Dollars	25,000 OR 30 AND $3,000	50,000 OR 60 AND $6,000	75,000 OR 100 AND $9,000	125,000 OR 140 AND $15,000
Unlimited Complimentary Upgrades (Full Y Fare)	Booking	Booking	Booking	Booking
Unlimited Complimentary Upgrades (Discounted fares except E)[2]	1 Day	3 Days	5 Days	5 Days with Priority
Delta Comfort+™ Seats for U.S. and International Travel[3]	Complimentary 24 hours prior to departure	Complimentary 72 hours prior to departure	Complimentary at time of booking	Complimentary at time of booking
Same-Day Confirmed and Standby Fee Waivers[3]		●	●	●
Rollover Medallion Qualification Miles	Unlimited	Unlimited	Unlimited	Unlimited
Medallion Mileage Bonus[4]	2 additional miles per dollar*	3 additional miles per dollar*	4 additional miles per dollar*	5 additional miles per dollar*
Preferred Seats[5]/Waived Baggage Fees[6]	●	●	●	●
Sky Priority[8] Access (Priority Check-in, Security, Boarding & Phone Handling)		●	●	●
Extra Waived Baggage[6] for Personal Use	0	1	2	2
Elite SPG® Benefits			●	●

TERMS & CONDITIONS

SkyMiles Experiences: Backstage. Front Row. All Access.

Did you know SkyMiles members can use miles to bid on incredible experiences like this that you can't get anywhere else?
delta.com/experiences

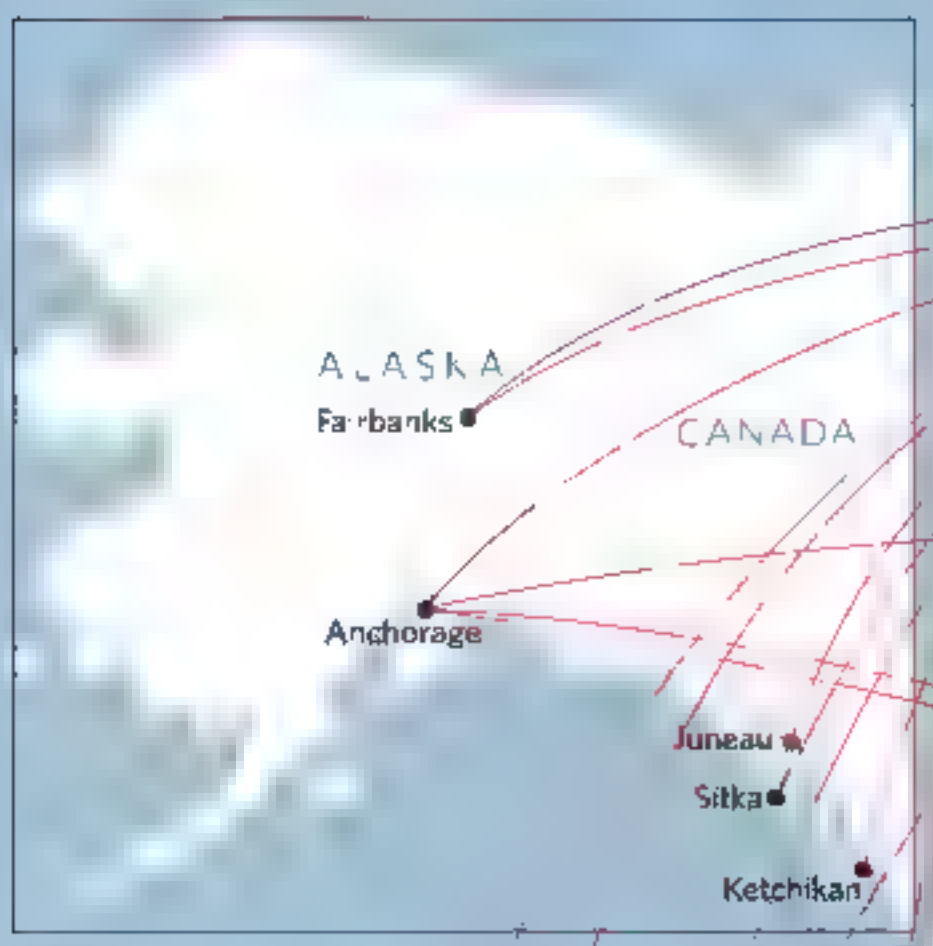


Lady Antebellum Concert in San Francisco
Winner: Jeffrey Bodiner, Diamond Medallion® member

"Meeting Lady Antebellum and attending the concert in San Francisco was a one-of-a-kind evening. This was a one-year wedding anniversary gift for my husband, and what a perfect way it was to use my miles. Our seats were fabulous and we had the best time, all thanks to Delta!"

ROUTE MAPS

UNITED STATES & CANADA



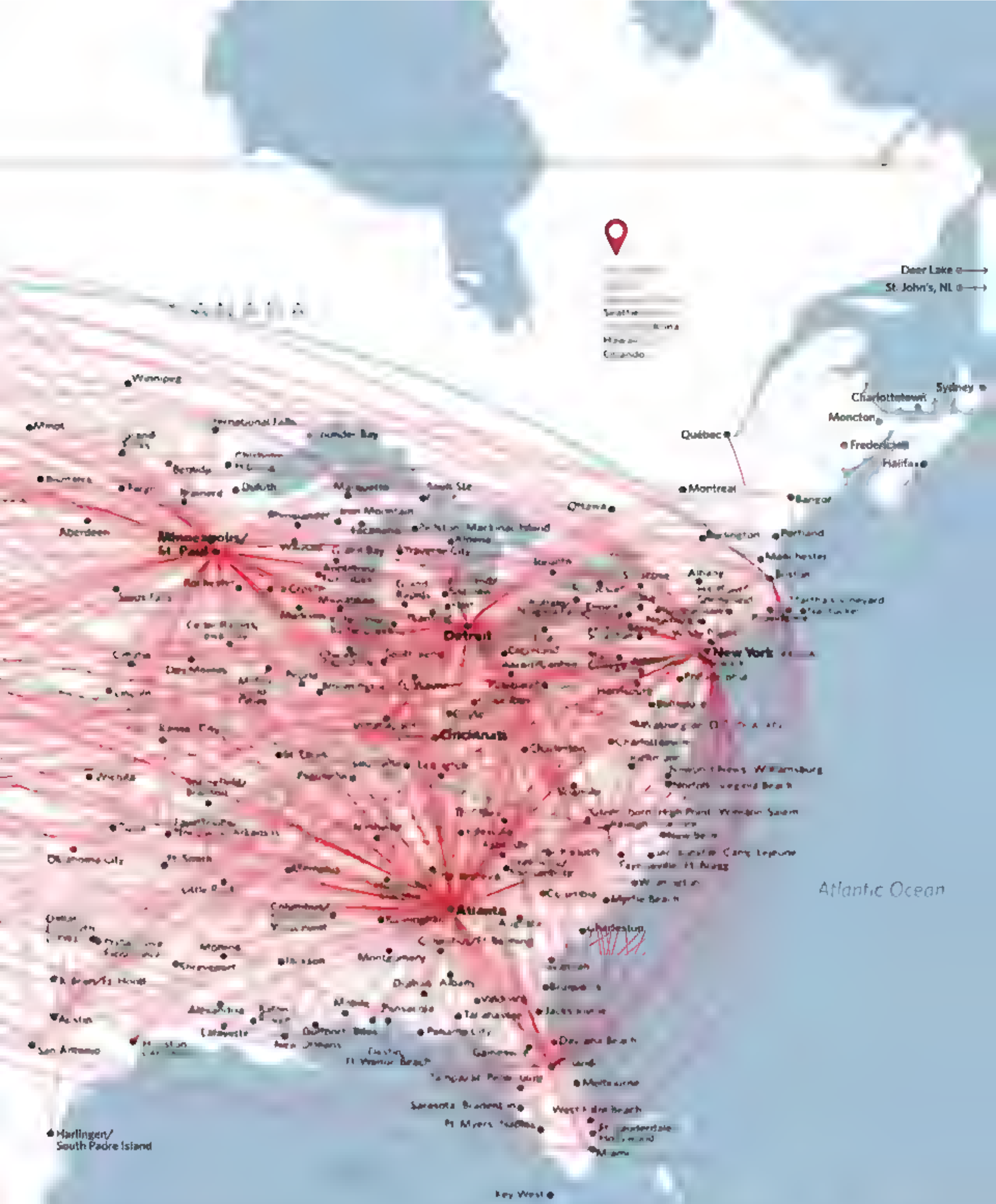
Delta Air Lines/Delta Connection/ Delta Joint Venture Route

Future Route Service

- Destination served by Delta / Delta Connection
- Destination served by one of Delta's Worldwide Codeshare Partners

Effective December 2015. Select routes are seasonal. Some future services subject to governmental approval and/or may be operated by one of Delta's codeshare partner airlines or one of Delta's affiliates. Flights are subject to change without notice.

MEXICO


Deer Lake
St. John's, NL
Sydney
Charlottetown
Moncton
Québec
Fredericton
Halifax
Montreal
Bangor
Portland
Albany
Minneapolis/
St. Paul
Detroit
New York
Cincinnati
Atlanta
Harlingen/
South Padre Island
Key West
Atlantic Ocean

ROUTE MAPS

LATIN AMERICA & CARIBBEAN



Delta Air Lines/Delta joint venture Route

Future Route Service

Alaska Airlines/ Horizon Air Route

● Destination served by Delta, Delta Connection

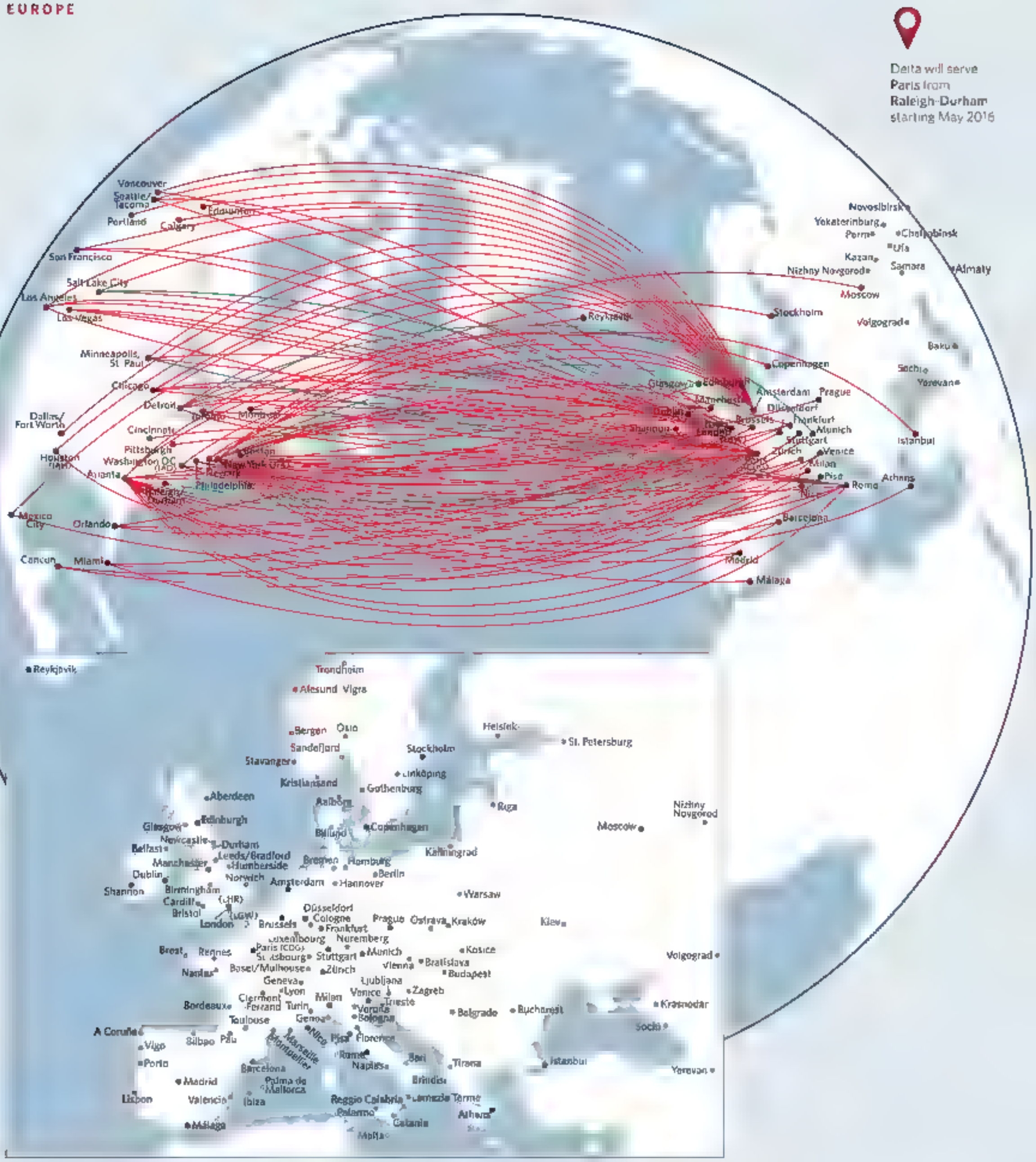
● Destination served by one of Delta's Worldwide Codeshare Partners

Effective December 2015. Select routes are seasonal. Some future services subject to government approval. Service may be operated by one of Delta's codeshare partner airlines or one of Delta's connection carriers. Flights are subject to change without notice.

A large change: **Seattle** service we will serve **Cancun** [illegible] as many

EUROPE

Delta will serve **Paris** from **Raleigh-Durham** starting May 2016



ROUTE MAPS

ASIA/AUSTRALIA/PACIFIC



The Delta One cabin offers 180-degree flat-bed seats between **Los Angeles** and **Sydney.**

AFRICA/MIDDLE EAST/INDIA

Delta flies nonstop to Accra, Ghana, from New York/JFK



— Delta Air Lines/Delta Joint Venture Route
— Future Route Service
• Destination served by Delta
▪ Destination served by one of Delta's Worldwide Codeshare Partners

Effective December 2015. Select routes are seasonal. Some future services subject to government approval. Service may be operated by one of Delta's codeshare partner airlines or one of Delta's Connection Carriers. Flights are subject to change without notice.

Maps Produced by Lesping Cai Graphics

TERMINAL GUIDES

TSA Pre✓ is available at all domestic airports

Recharge stations available at most gates

Visit our Fly Delta app to see all Delta terminal maps

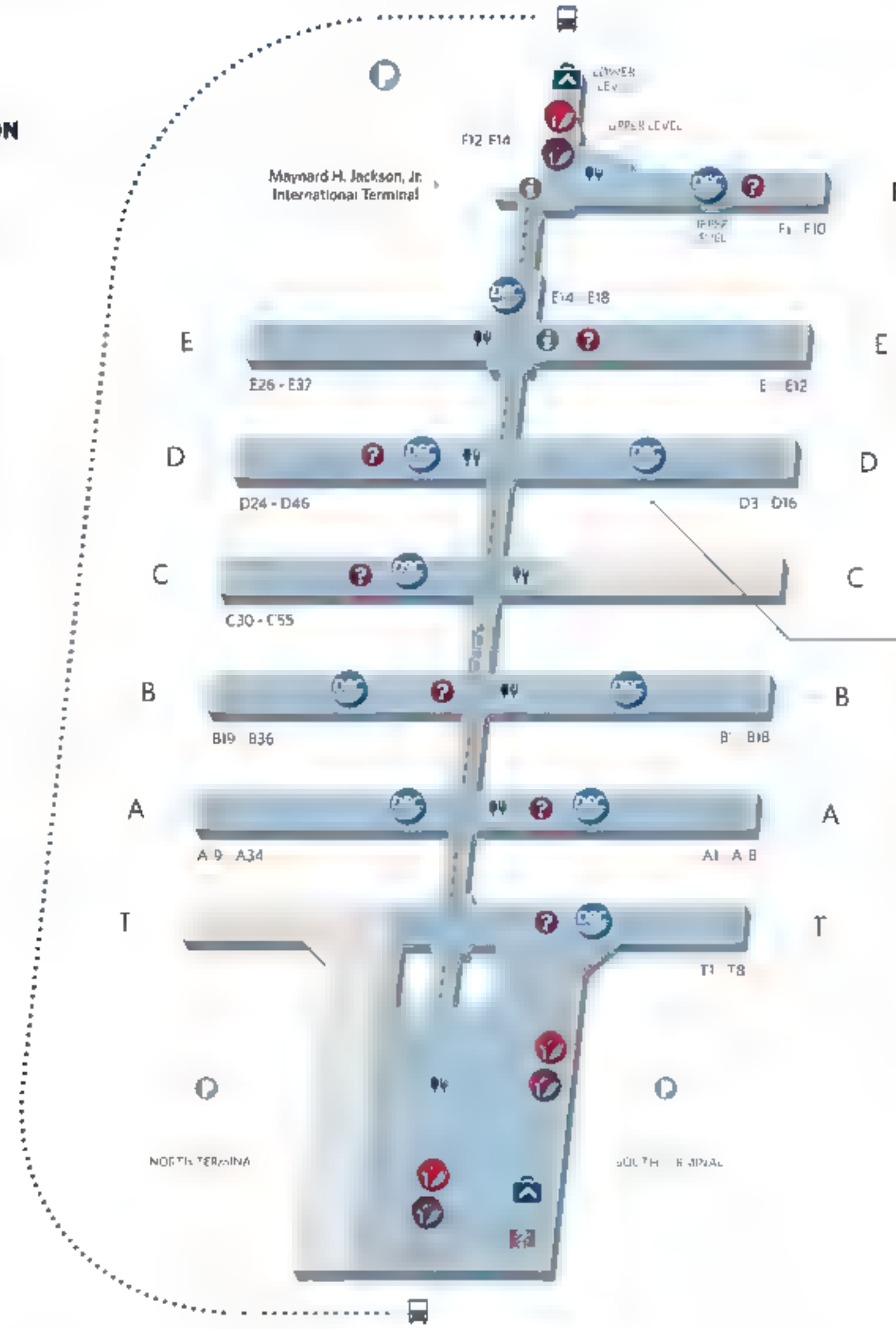
ATL

HARTSFIELD-JACKSON ATLANTA
International Airport

GATE T1 TO F1 = 30 MIN

DELTA SKY CLUB

Concourse A on Upper Level, Gate T6, Gate A17, Gate B10, Gate B25, Gate C37, Gate D12 Gate D27, Gate E15, Concourse F on Mezzanine Level

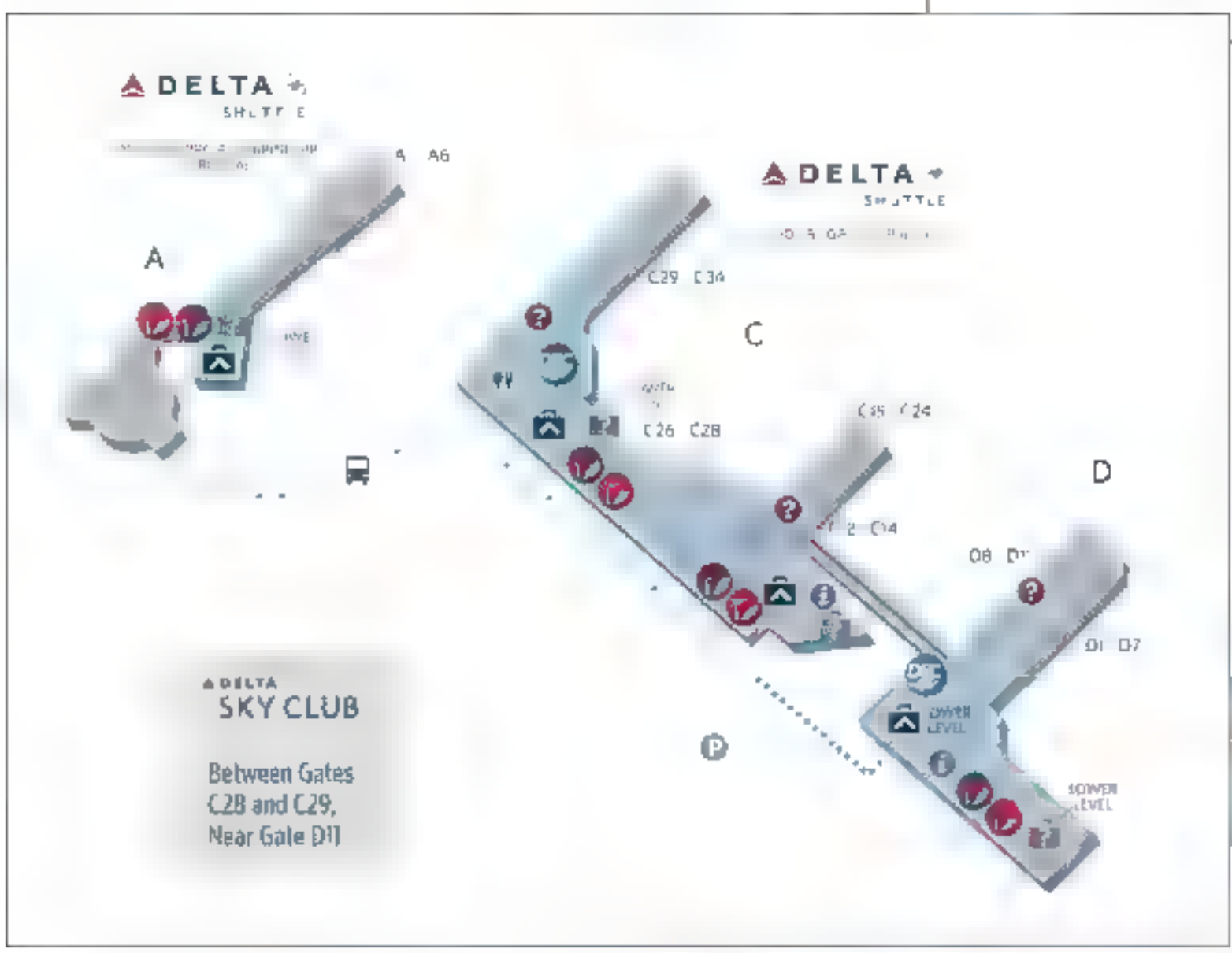


ALL NEW! Be sure to check out the new Delta Sky Club in Concourse D.

DELTA ONE™ CHECK-IN · SKY PRIORITY™ CHECK-IN · MAIN CHECK-IN · BAGGAGE CLAIM · TRANSFER DESK · DELTA SKY CLUB® · PARTNER LOUNGE · FOOD COURT · AIRPORT SHUTTLE · PUBLIC TRANSIT · AIRPORT TRAM · MOVING WALKWAYS · PARKING · NEED HELP? CENTER · AIRPORT/CITY INFORMATION · BAGGAGE SERVICE OFFICE · NEW IMPROVEMENTS · APPROX WALKING TIME

NEW YORK/LAGUARDIA
Airport

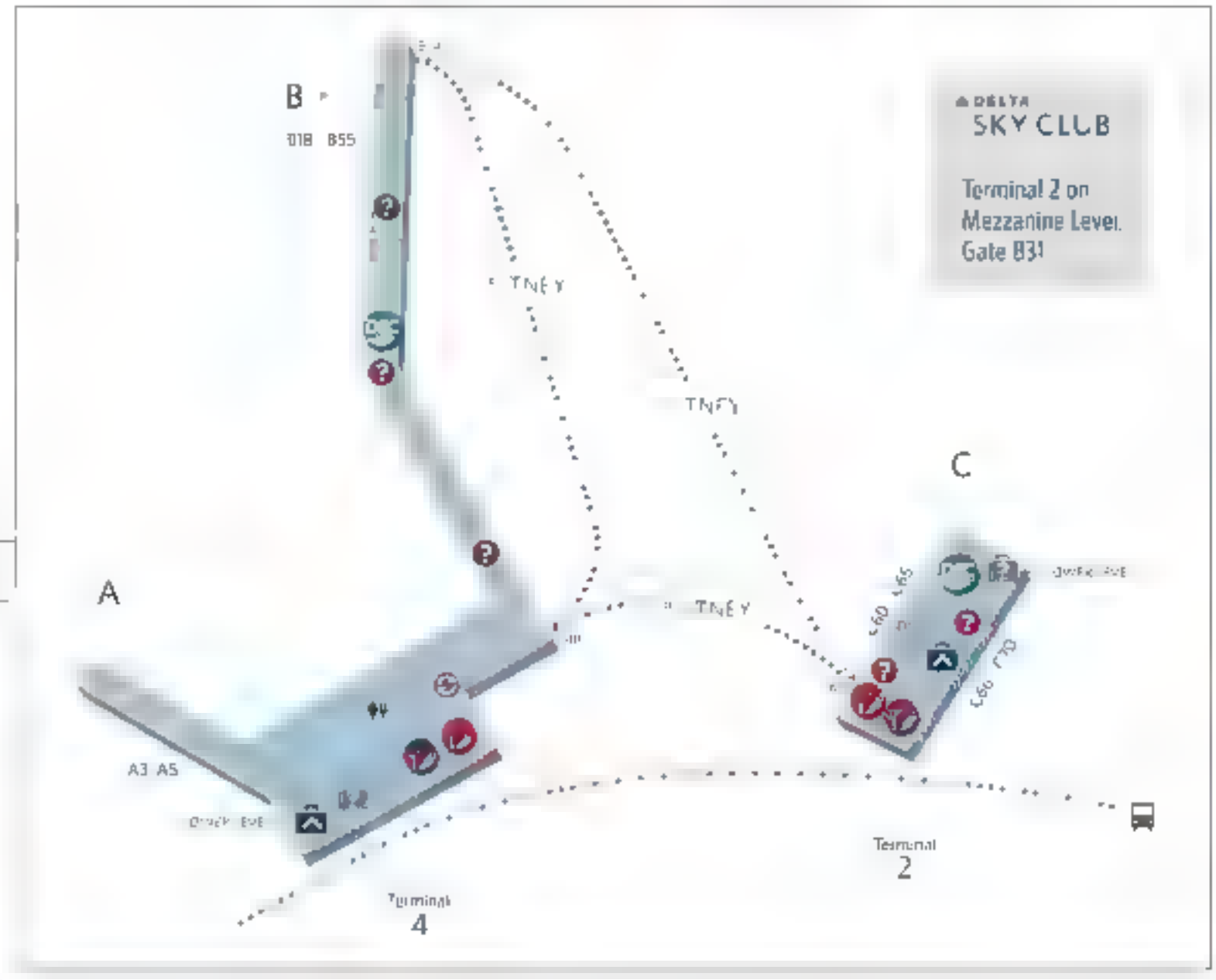
GATE C34 TO D6 = 10 MIN.



If you're departing from JFK or LGA please confirm your terminal and gate at delta.com or with the Fly Delta app within 24 hours of arriving for your flight.

NEW YORK/
JOHN F. KENNEDY
International Airport

GATE A3 TO B55 = 15 MIN.



GETTING THERE

ATL
Miles to city center: 10
By taxi: 20-30 minutes
By bus: no bus
By train: 20 minutes

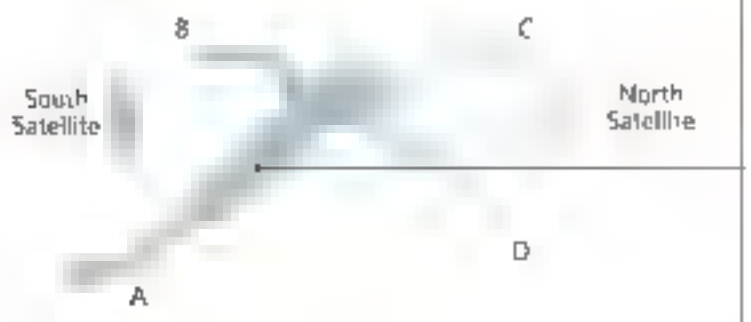
LGA
Miles to city center: 12 miles to Midtown
By taxi: 20-30 minutes
By bus: 40 minutes
By train: 40 minutes

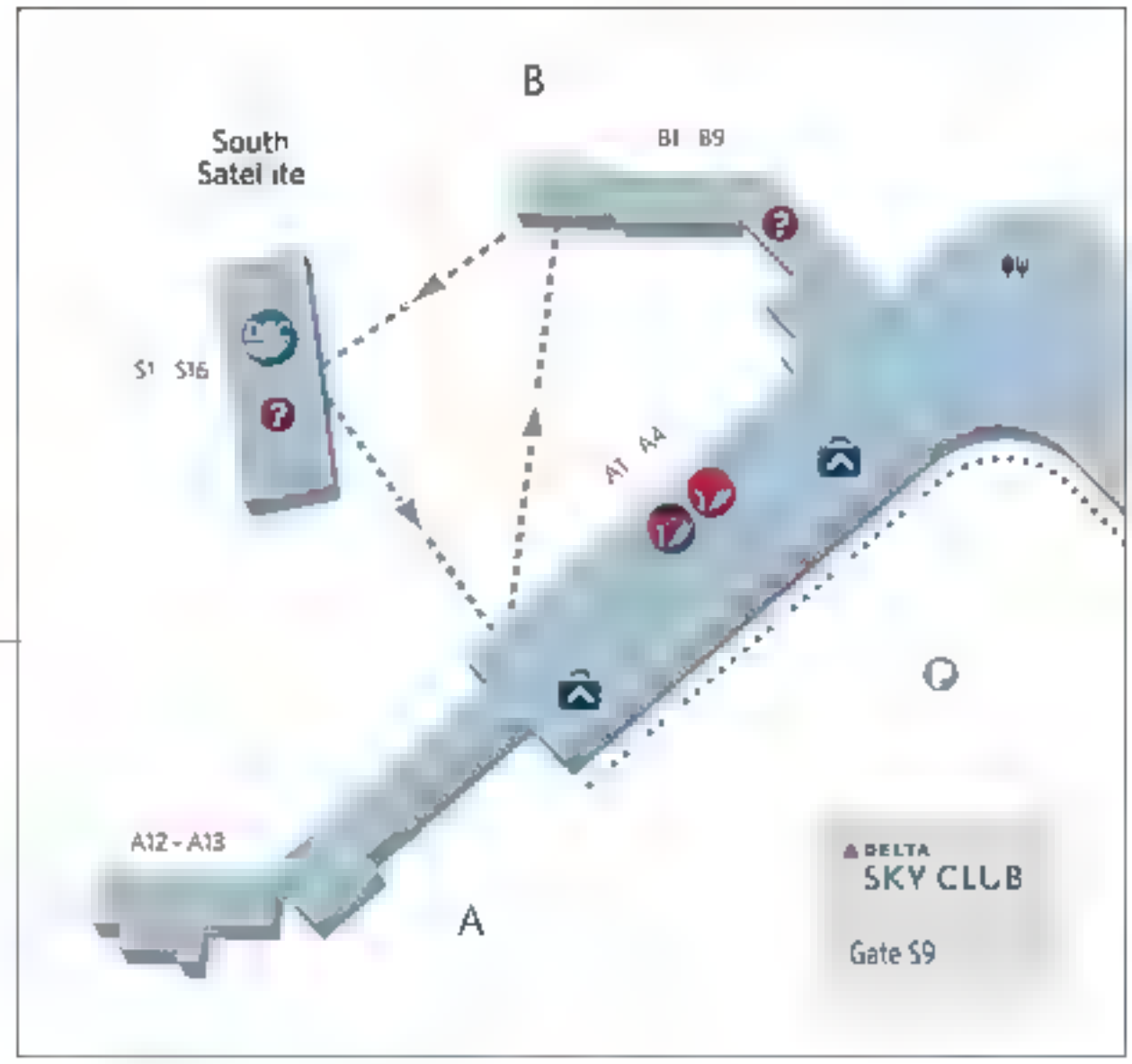
JFK
Miles to city center: 15 miles to Midtown
By taxi: 40 minutes-2 hours
By bus: 1-2 hours
By train: 1 hour

TERMINAL GUIDES

SEATTLE-TACOMA International Airport

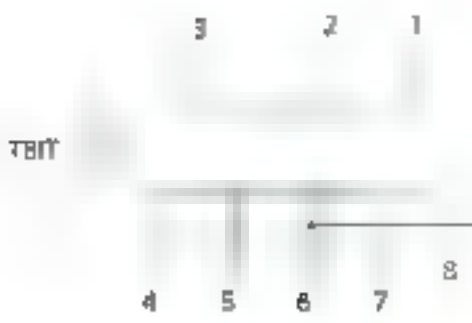
GATE A13 TO B9 = 11 MIN.



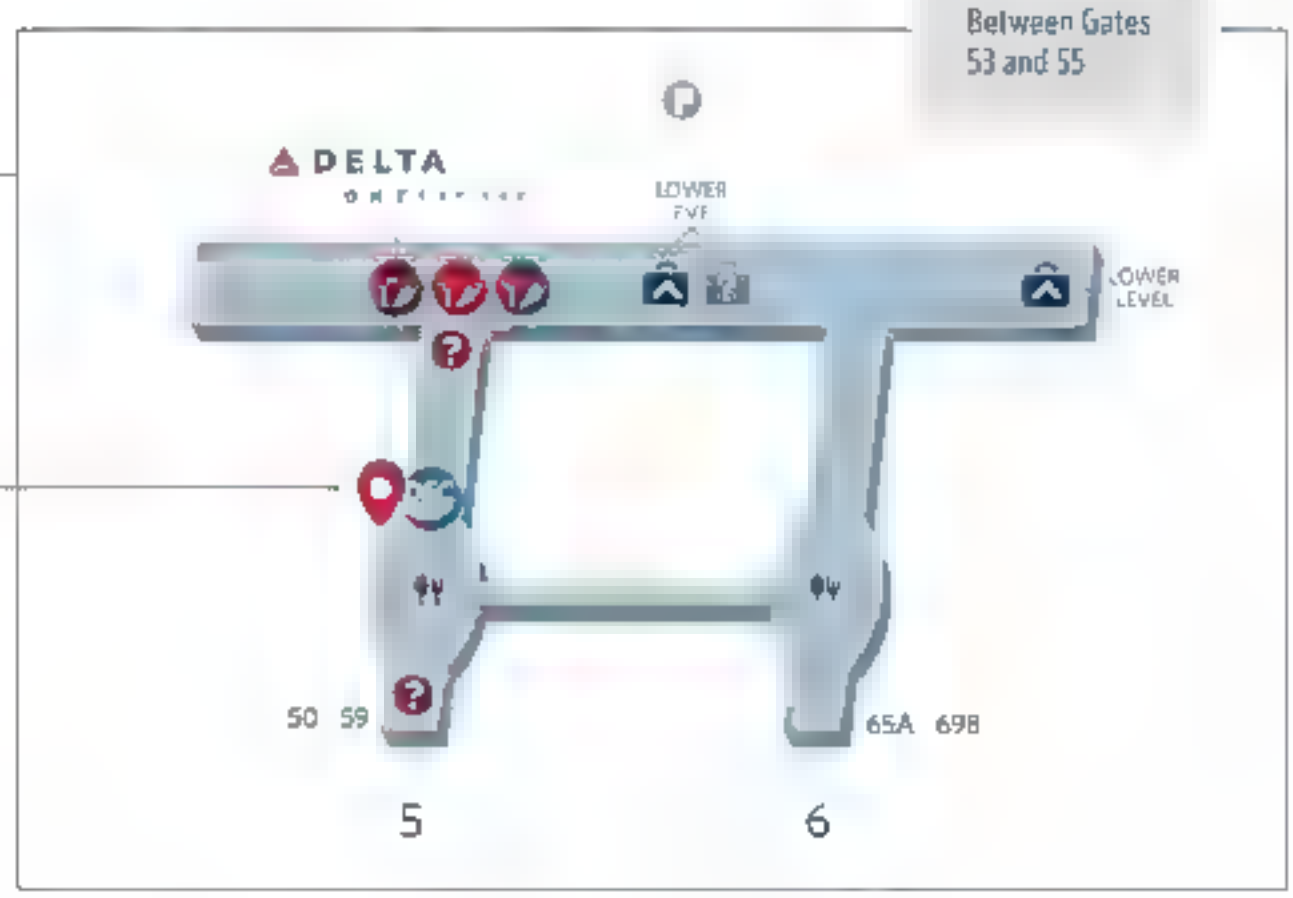


LOS ANGELES International Airport

GATE 59 TO 68B = 20 MIN.



UPGRADES AT LAX
Terminal 5 is better than ever thanks to a $229 million overhaul, with upgrades including a Delta premium check-in and a separate lobby for Sky Priority members.

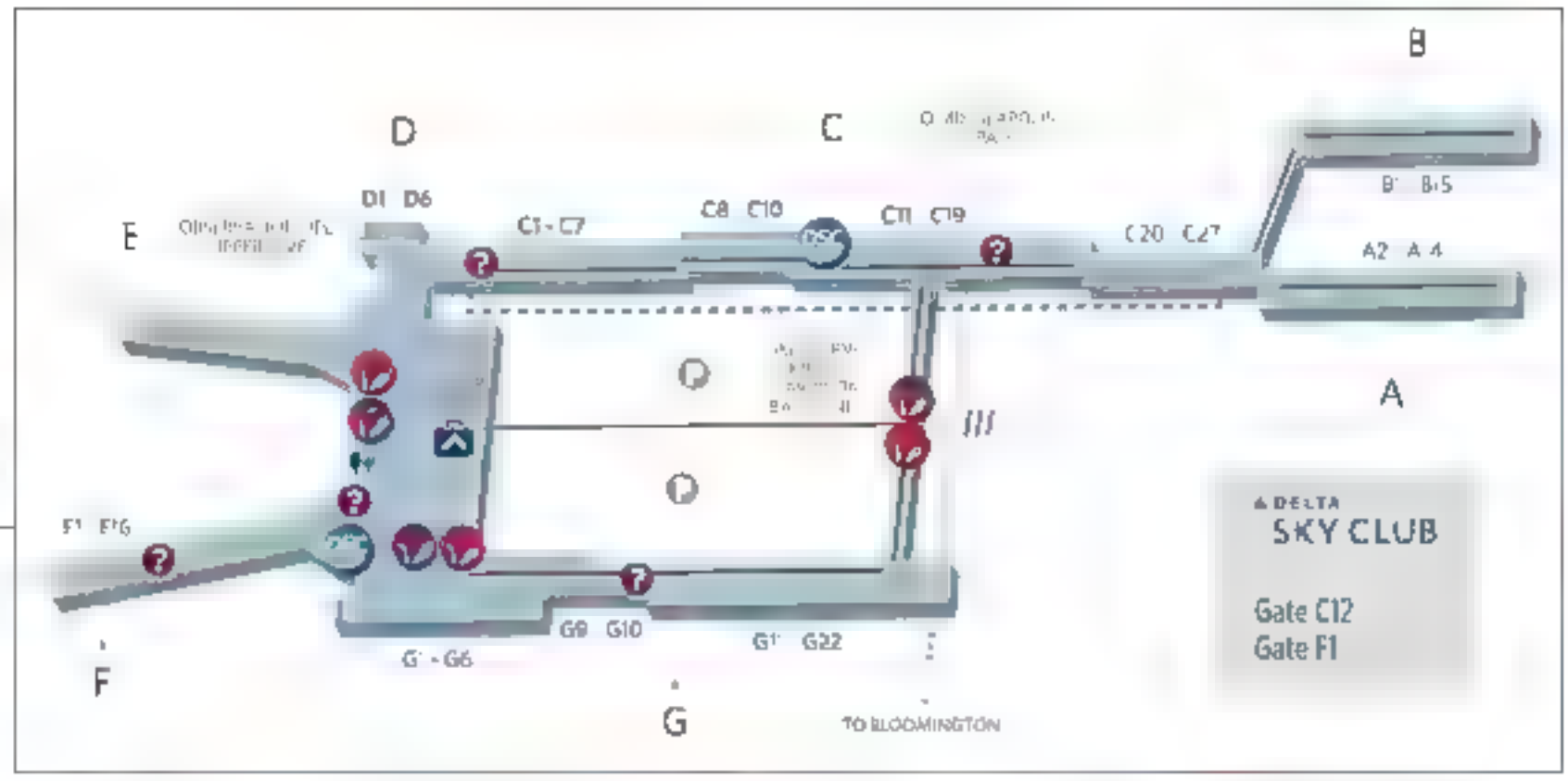


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MINNEAPOLIS-ST. PAUL
International Airport

GATE A14 TO F16 = 22 MIN.



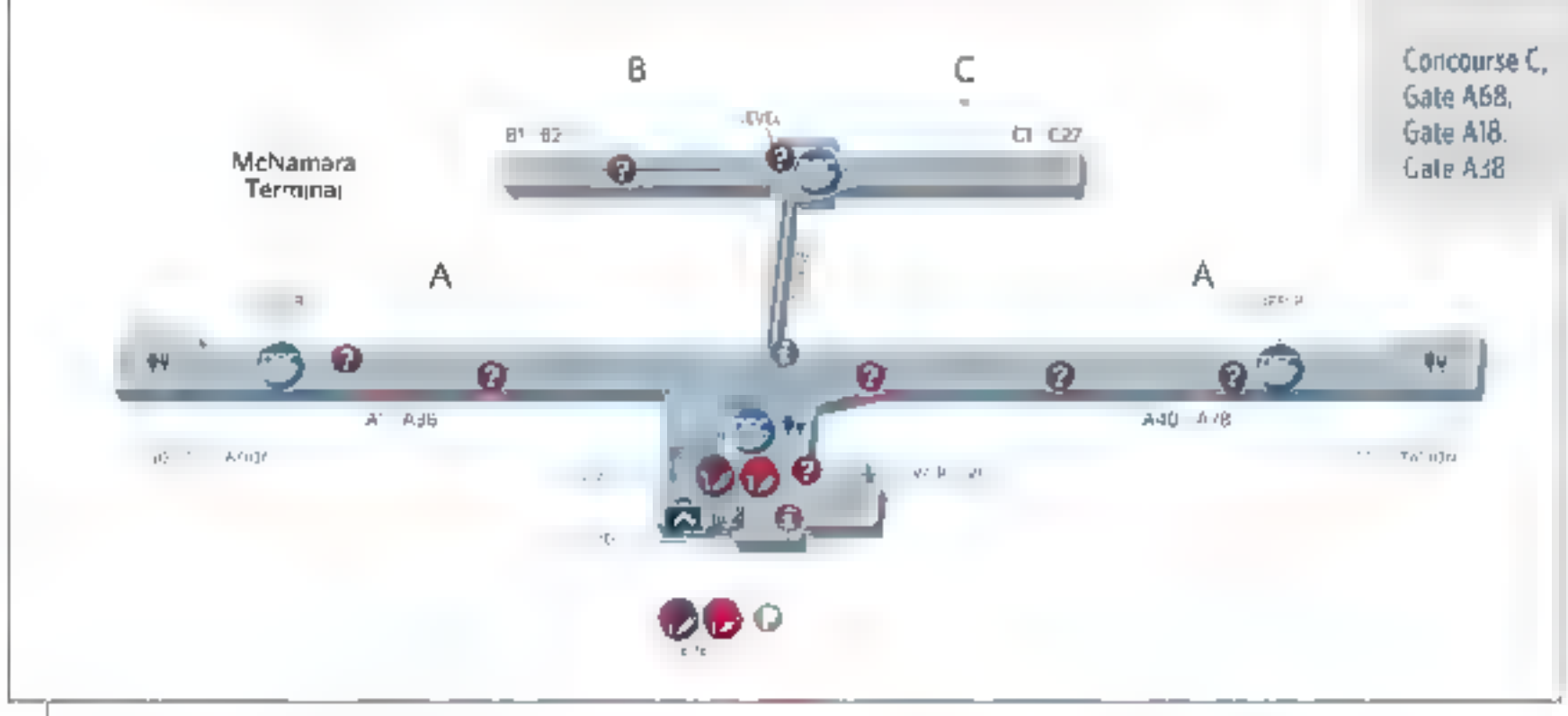


DELTA SKY CLUB

Gate C12
Gate F1

DETROIT
Metro Airport

GATE A1 TO A78
= 20 MIN



DELTA SKY CLUB

Concourse C,
Gate A68,
Gate A18,
Gate A38

SALT LAKE CITY
International Airport

GATE A8 TO E83
16 MIN.

DELTA SKY CLUB

Between
Concourses
C and D

GETTING THERE

SEA
Miles to city center 13
By taxi 30 minutes
By bus 60 minutes
By train 35 minutes

LAX
Miles to city center 18
By taxi 40–45 minutes
By bus 65–80 minutes
By train 60 minutes

MSP
Miles to Minneapolis 10
By taxi 20 minutes
By bus 30 minutes
By train 25 minutes

Miles to St. Paul 9
By taxi 16 minutes
By bus 20 minutes
By train no train

DTW
Miles to city center 20
By taxi 30 minutes
By bus 90 minutes
By train no train

SLC
Miles to city center 6
By taxi 15 minutes
By bus 25 minutes
By train 20 minutes

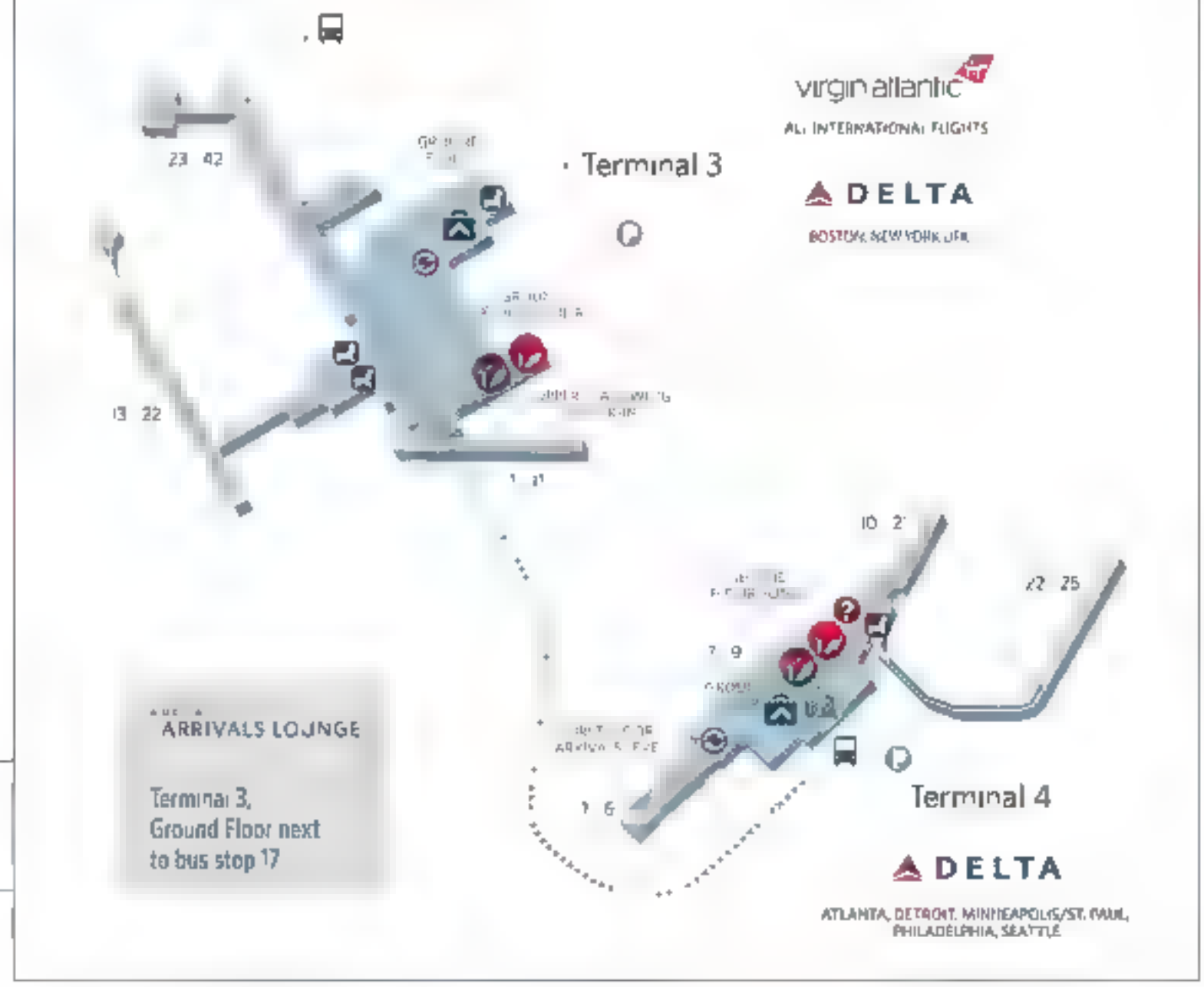
TERMINAL GUIDES

LONDON HEATHROW
Airport

TERMINAL 3
GATE 1 TO 42 = 25 MIN.

TERMINAL 4
GATE 1 TO 25 = 20 MIN.

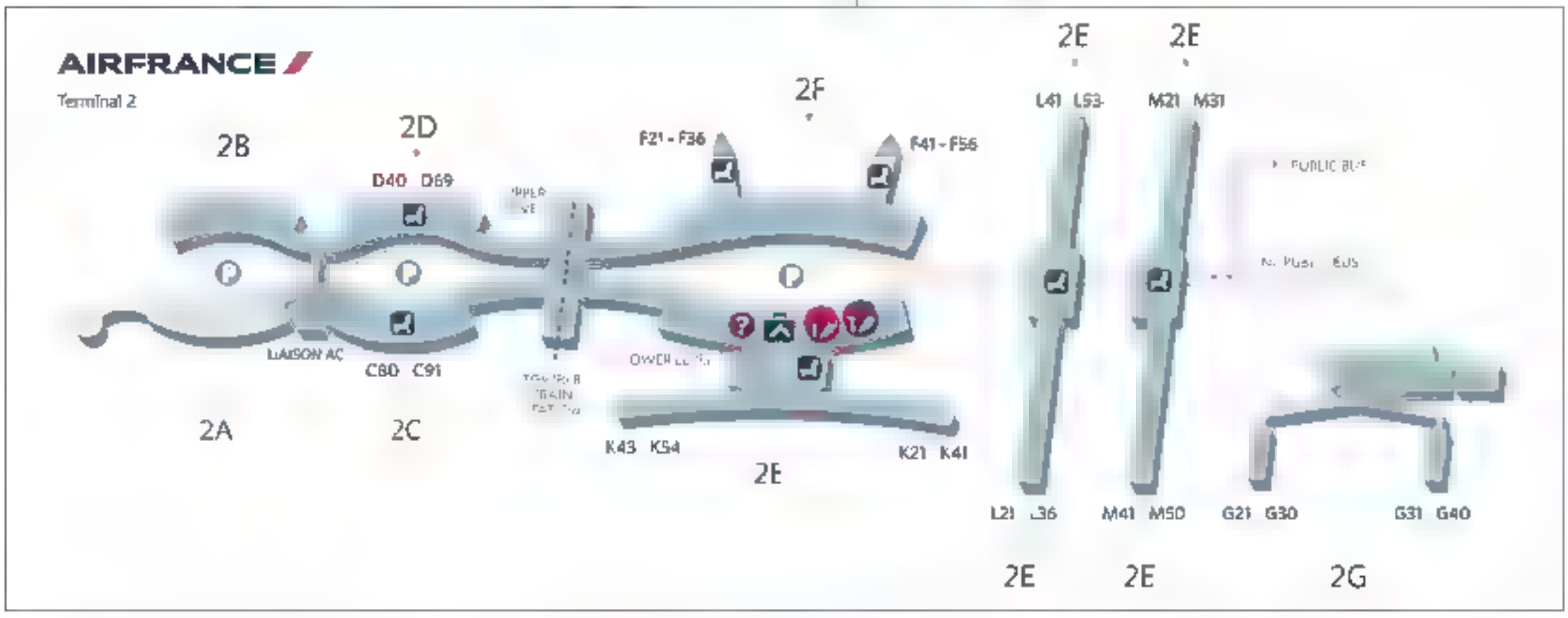




PARIS/ROISSY-CHARLES DE GAULLE
International Airport

GATE A37 TO G40 = 45 MIN.

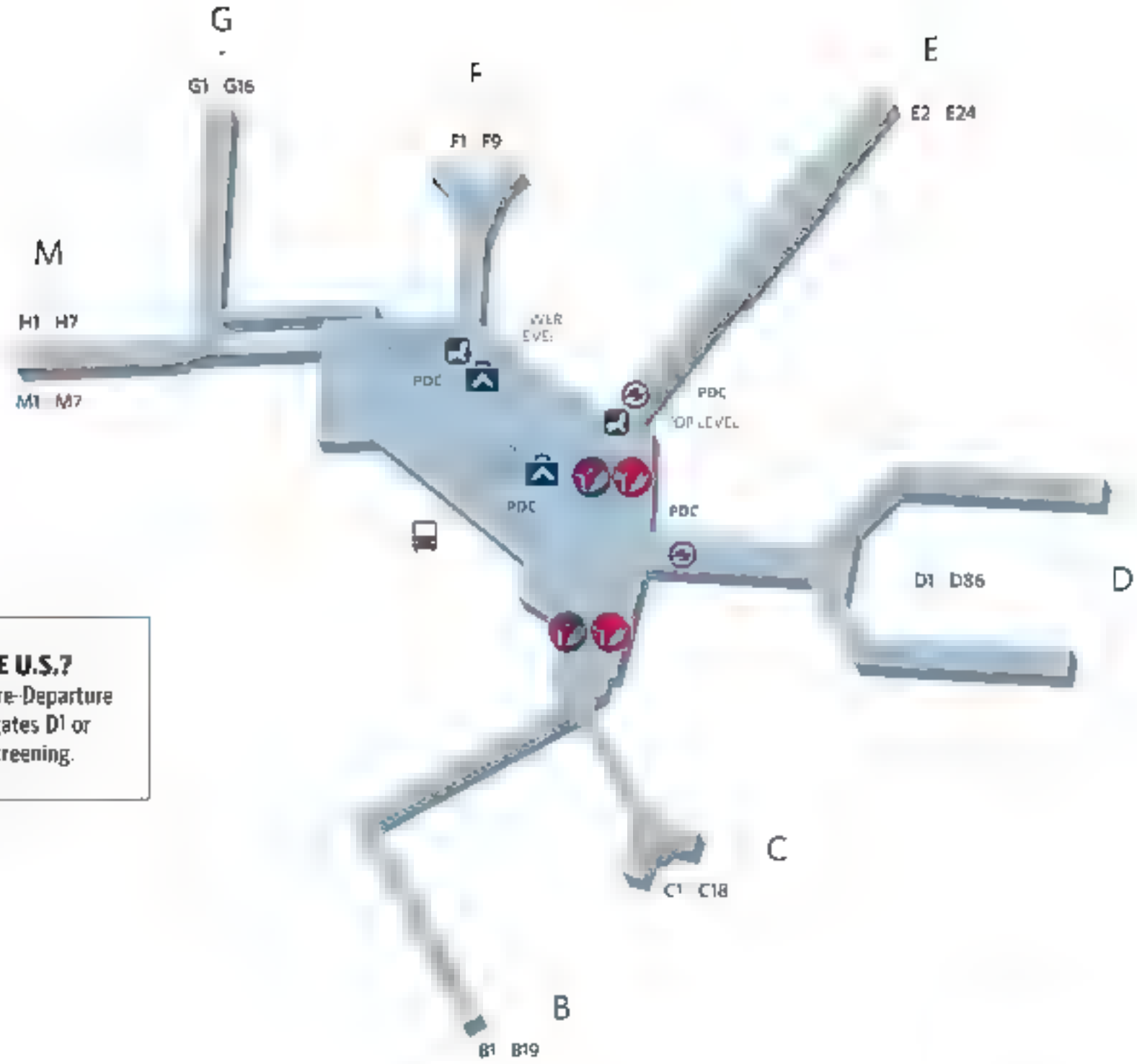




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AMSTERDAM/ SCHIPHOL
International Airport

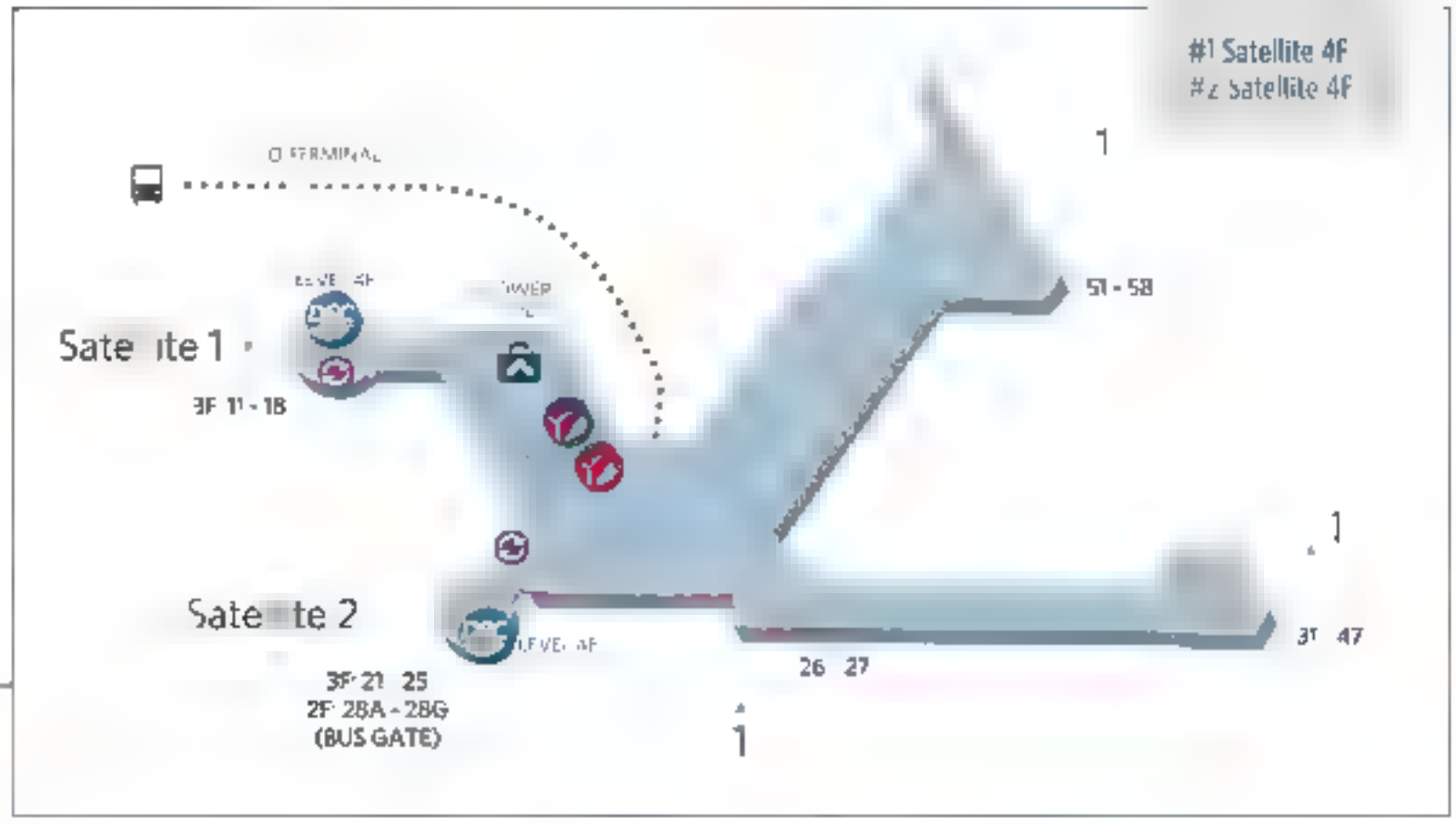
GATE M1 TO B19 = 37 M.N.



FLYING TO THE U.S.?
Please visit the Pre-Departure Center (PDC) at gates D1 or E4 for required screening.

TOKYO/NARITA
International Airport

GATE 11 TO 47 = 14 MIN.



GETTING THERE

LHR
Miles to city center 16
By taxi 45 minutes
By underground metro 50 minutes
By train 15 minutes

CDG
Miles to city center 19
By taxi 45-60 minutes
By bus, 1 hour
By train 45 minutes

AMS
Miles to city center 9
By taxi 30 minutes
By bus 25-40 minutes
By train 15-20 minutes

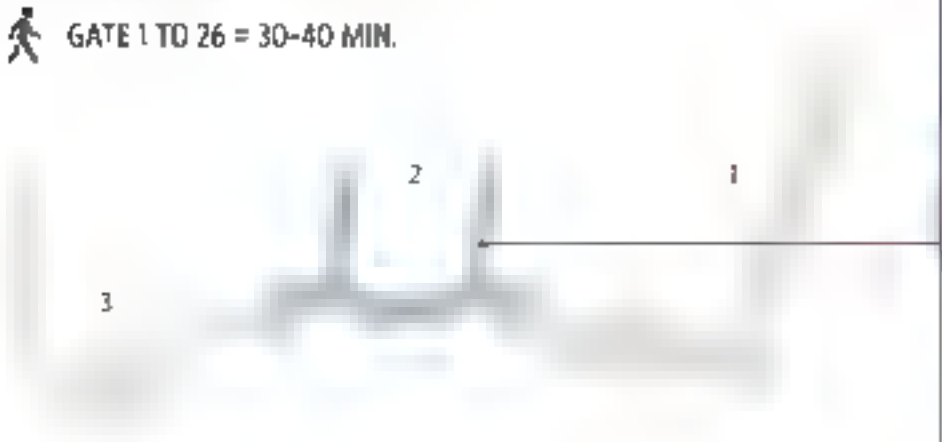
NRT
Miles to city center 45
By taxi 90 minutes
By bus, 100 minutes
By train 60-90 minutes

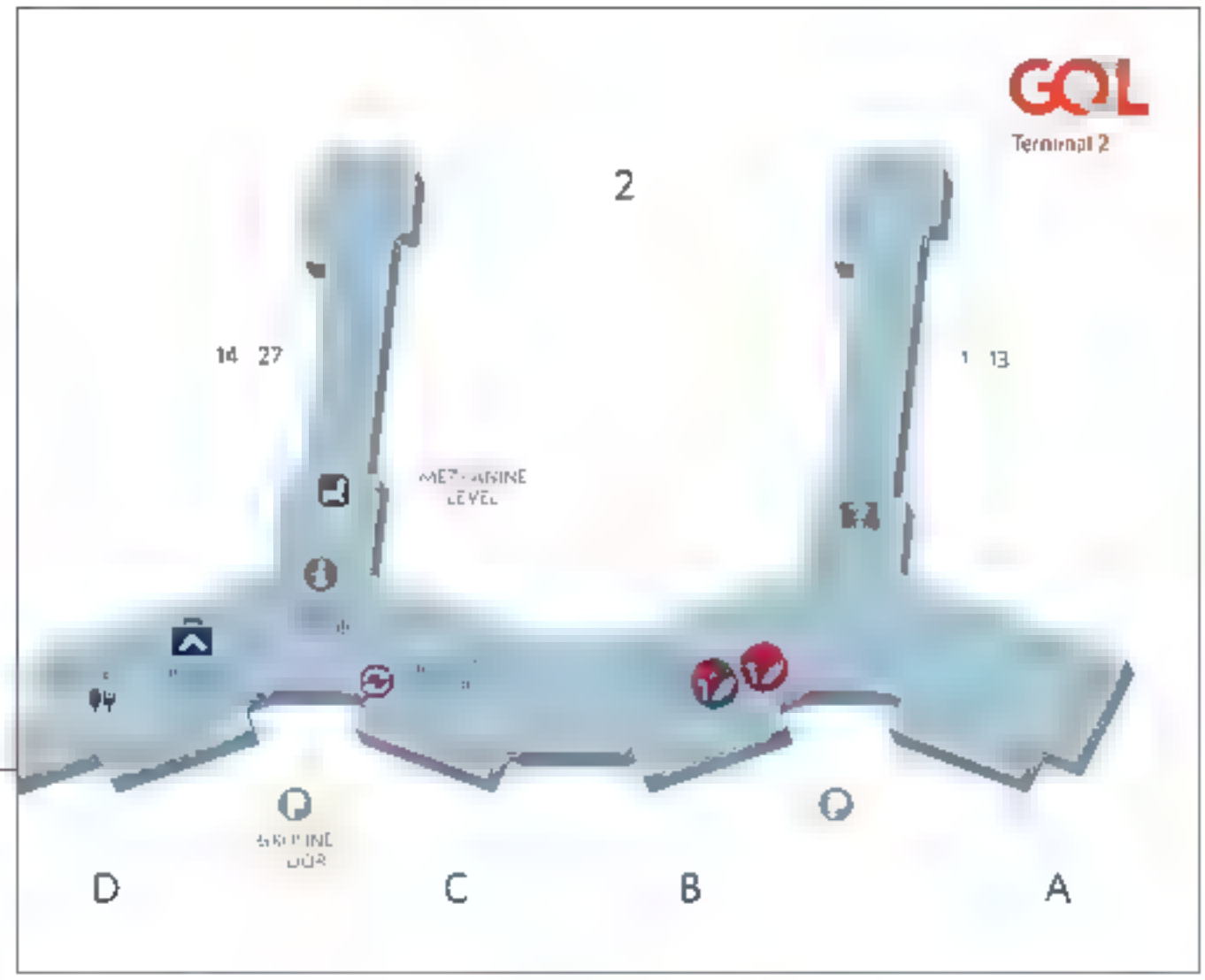
TERMINAL GUIDES

GRU

SÃO PAULO-GUARULHOS
International Airport

GATE 1 TO 26 = 30-40 MIN.



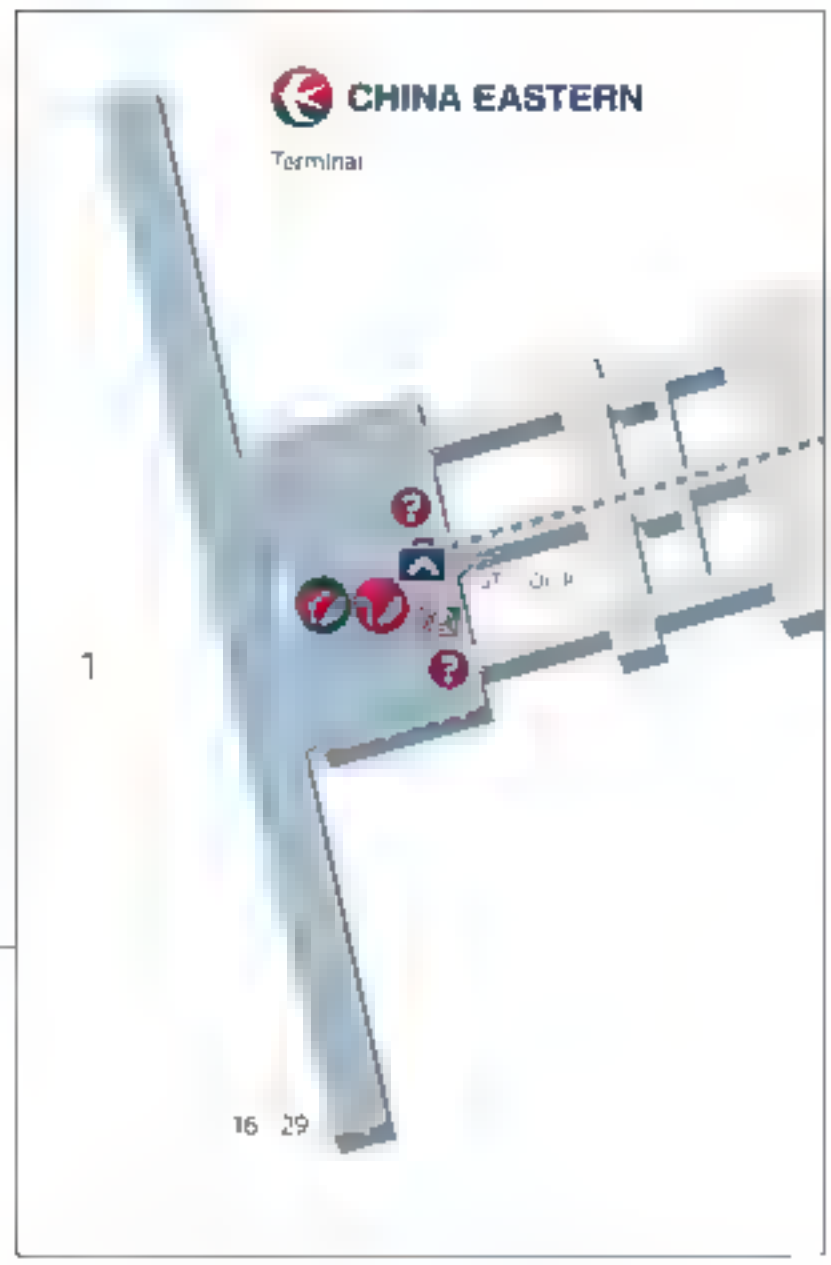


PVG

SHANGHAI PUDONG
International Airport

GATE 14 TO 29 = 10 MIN.







MEX

MEXICO CITY
International Airport

GATE 52 TO 62 = 5-10 MIN



GETTING THERE

GRU
Miles to city center: 5
By taxi: 1-3 hours
By bus: 1-3 hours
By train: no train

PVG
Miles to city center: 25
By taxi: 40-60 minutes
By bus: 60 minutes
By train: 60-70 minutes

MEX
Miles to city center: 7
By taxi: 40-45 minutes
By bus: 60 minutes
By rail: 50 minutes

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PASSENGER INFORMATION

Automated Passport Control (APC)

Background:
Automated Passport Control (APC) kiosks are an efficient self-service technology that helps expedite international arrival processing for customers, including families traveling together. Passengers provide a scan of their passport(s), capture a photo, respond to customs declaration questions, confirm flight details, and claim a receipt for presentation to the CBP officers as a final step of their processing.

Delta Locations:
Delta international hubs of ATL, DTW, JFK, LAX, MSP, SEA and various international gateway airports

Eligibility:
- All U.S. Citizens
- U.S. Lawful Permanent Residents
- Canadian Citizens
- International Visitors from Visa Waiver Program countries

Visa Waiver Program visitors must have Electronic System for Travel Authorization (ESTA) approval prior to travel and have visited the United States on at least one occasion after 2008.

Visit **cbp.gov/travel/apc** for more information.



Mobile Passport Control (MPC)

Easy, Quick U.S. Entry for Arriving International Passengers

Background:
Mobile Passport Control (MPC) is another efficient self-service technology that enables passengers to submit their passport and customs declaration information via their smartphone or tablet rather than via Automated Passport Control (APC) or CBP Form 6059B. MPC offers a more efficient and secure in-person inspection between the U.S. Customs and Border Protection (CBP) officer and passenger upon arrival in the United States.

Delta Locations:
ATL and SEA (LAX coming early 2016).

Eligibility:
- All U.S. Citizens with a valid U.S. passport
- Canadian Citizens with both a valid Canadian passport and B1 or B2 Visa

To download the MPC app, you must have an IOS or Android device that can connect to the Internet. The MPC app is available on the App Store and Google Play. Visit **mobilepassport.us** or **cbp.gov/travel/us-citizens/mobile-passport-control** for more information.

Passengers Not Eligible for APC, MPC or Global Entry

Before arriving in the United States, each traveler or head of family is required to fill out a CBP Form 6059B Customs Declaration. Most of the questions can be answered with a "yes" or "no." The form must be signed and dated. Please print legibly, using black or blue ink. Entries must be made in ENGLISH and in ALL CAPITAL LETTERS. The Customs Declaration Form will be distributed during the flight. This is also applicable for passengers on flights arriving at airports without APC, MPC or GE.

Upon Arrival
In addition to passport and document processing, all international visitors will have their fingerprints scanned by an inkless device and a digital photograph will be taken. This will add only seconds to the overall entry process.

International to International Baggage Program (ITI)

ITI is a baggage program for passengers who are transiting the United States from one non-U.S. airport to another non-U.S. airport. Passengers eligible for ITI do not have to claim their checked luggage upon arrival during the U.S. CBP inspection process in the applicable locations.

Delta Locations:
ATL and DTW.

Eligibility:
- Passenger must originate on a Delta-operated flight
- Passenger must be transiting the U.S. from one non-U.S. airport to another non-U.S. airport
- Passenger must not be transiting via multiple U.S. airports
- Passenger baggage cannot contain firearms or pets

Passengers who are deemed eligible to participate in the ITI baggage program will have a purple tag placed on their checked luggage and will receive a receipt to keep and present to U.S. CBP and/or Delta representatives when requested.



Global Entry (GE)

Easy, Quick U.S. Entry for Arriving International Passengers

Save time entering the United States by using U.S. Customs and Border Protection's GE program. This voluntary program allows preapproved, low-risk travelers to clear the entry process in minutes using automated kiosks. Enrollment in GE also gives you the benefits of TSA Pre✓®.

Passengers participating in a reciprocal program with the following countries can also access the GE kiosks: Germany, Mexico, the Netherlands, Panama, Peru, South Korea and the United Kingdom. Canadian citizens and residents are eligible to access GE kiosks through membership in the Nexus program. For GE information and to apply, go to **globalentry.gov.**

Security Streamlined with TSA Pre✓®

Expedited screening for domestic security check points

TSA Pre✓® is an expedited screening initiative designed to help travelers enjoy a more convenient journey through the airport. If you're eligible and selected by the Transportation Security Administration (TSA) to participate, you'll be directed to a dedicated screening lane where you may not need to remove your shoes, jacket or belt or your laptop from its bag.

The program is available at 150 airports nationwide. To find out whether an airport offers TSA Pre✓®, visit tsa.gov for a full list.

Passengers are selected for TSA Pre✓® on a flight-by-flight basis by TSA. To ensure that you're eligible to be considered, you may:

- Enroll in a Customs and Border Protection (CBP) Trusted Traveler Program, such as Global Entry, NEXUS or SENTRI. Participants are likely to be selected for TSA Pre✓® on a consistent and predictable basis. Plus, these programs provide expedited passport control and customs screening upon arrival in the United States.
- Enroll in the TSA Pre✓® program, which provides participants the benefit of being selected on a consistent and predictable basis.
- Update/add your Secure Flight Passenger Data and, if applicable, your Department of Homeland Security assigned Known Traveler Number (KTN) or PASS ID to your SkyMiles℠ profile at delta.com/profile.
- If you participate in a CBP Trusted Traveler Program and are not a SkyMiles member, simply provide your KTN or PASS ID within each reservation at the time of booking.

If selected, your boarding pass will include a TSA Pre✓® indicator. Participating in one of the CBP Trusted Traveler programs or the TSA Pre✓® application program offers the best chance to receive expedited screening. For more information about TSA Pre✓®, visit **delta.com/tsaprecheck.**

TSA Pre✓®

readers for the irreverent and slightly jaded



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WHO'S GAME?

A FEW HAPPY DISTRACTIONS

BRAIN TEASERS

See if you can solve these problems before your flight lands

1

Complete the analogy

HAMLET : VILLAGE ::

(a) street : sidewalk

(b) highway : car

(c) building : skyscraper

(d) photograph : portrait

(e) cottage : house

2

An orchestra has exactly three times as many string musicians as musicians playing wind instruments. Which of the following can be the combined number of string and wind musicians in this orchestra?

(a) 27 (d) 30

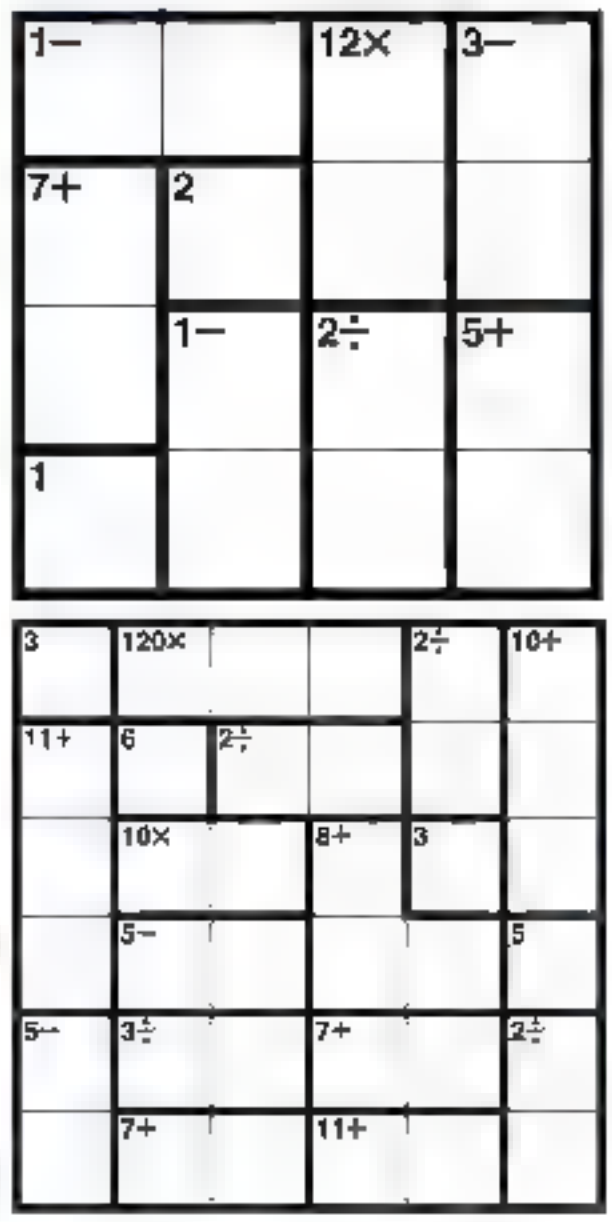
(b) 28 (e) 31

(c) 29

Answers 1. e 2. b

Kenken

Answers on page 57



EASIER

HARDER

Sudoku

Answers on page 57

				9		2	3	
				2		4		1
	4		3	7		9		
	6	2		8				
8	9						2	7
				6		1	9	
		6		3	7		5	
7		8		1				
	5	9		4				

5		9		2				6
	2			5		3		
	8			7	1			
			2					
3		4		8		5		2
					4			
			8	4			7	
		1		3			6	
9				1		4		5

Rules for Kenken

1. Each row and each column must contain the numbers 1 through 4 (easier) or 1 through 6 (harder) without repeating
2. The numbers within the heavily outlined boxes, called cages, must combine using the given operation (in any order) to produce the target numbers in the top-left corners
3. Freebies. Fill in single-box cages with the number in the top-left corner

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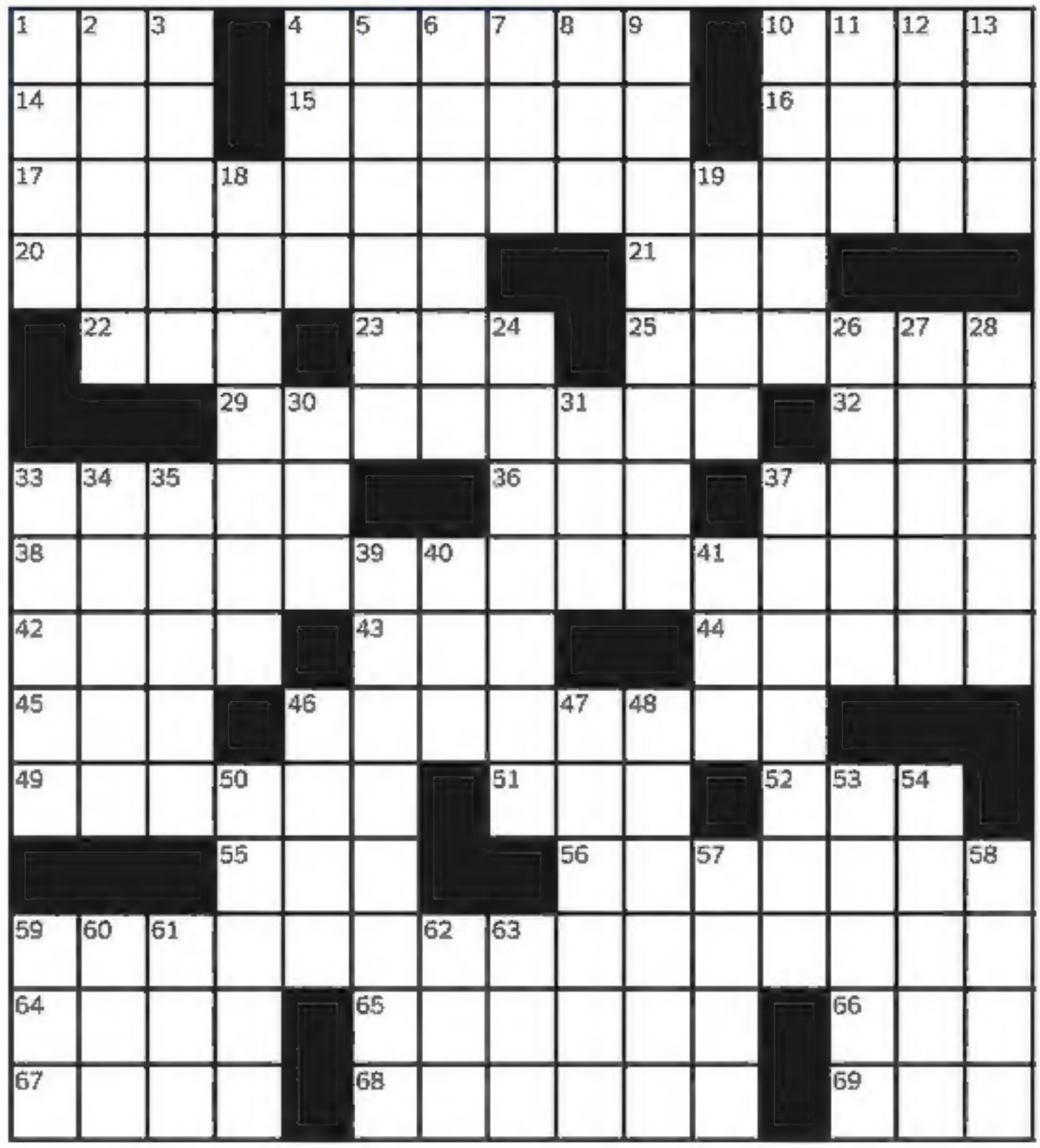
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WORK ELEVATED™

WHO'S GAME?

EDITED BY WILL SHORTZ

(Answers on page 57)



PUZZLE BY KEVIN CHRISTIAN AND BRAD WILBER

Across

1 Mai tai ingredient
4 Carter-era FBI sting that inspired *American Hustle*
10 Close-fitting
14 Litigator's org.
15 Blank portion of a manuscript
16 ___ stick
17 "Because, after all, / A person's a person, no matter how small"
20 Easily bruised thing for half the world
21 "___ a deal!"
22 Whole bunch
23 Whole bunch
25 Satyrs' quarries
29 "You're glumping the pond where the Humming-Fish hummed!"
32 Be bedridden
33 Start of a "Willy Wonka" song
36 Rowboat propeller
37 Lead-in to boy or girl
38 "Would you eat them in a box? / Would you eat them with a fox?"
42 Phoned
43 Chairman with a Little Red Book
44 Puts in a role
45 UFO pilots
46 "Red Ned Ted and Ed in bed"
49 Aquanaut's workplace
51 ___ *Spiegel* (German weekly)
52 Parisian "your"
55 Italian article
56 "No need for introductions"
59 "There's no other Showman / Who shows you a show with a Blindfolded Bowman!"
64 Italian city on the Adriatic
65 Give cards to
66 Subj. of Stephen King's *The Dead Zone*
67 Surprising conversationalist of classic TV
68 Declares to be true
69 Twisty curve

Down

1 Chicago mayor Emanuel
2 *Lusitania* sinker
3 Actress Thomas of TV
4 Shaving lotion additive
5 Bit of bling for the wrist
6 Group of fish
7 Stick on a pub wall
8 Santa ___ winds
9 Certain breadstick dipping sauce
10 Twitch
11 Currently
12 "Gross!"
13 S'mores marshmallow, after roasting
18 Something driven at a campsite
19 River to Hades
24 Clearly superior, as an opponent
26 Routes
27 Try to punch
28 Broadsides
30 ___ Solo of *Star Wars*
31 Univ. dorm supervisors
33 Shrek and Fiona, for two
34 Get on a soapbox
35 The brainy bunch?
37 Globetrotter's electrical device
39 Performers of songs with confessional lyrics
40 Generation ___
41 Many a PX customer
46 Mandlikova of tennis
47 Posts on handrails
48 Brief summary
50 Gruesomely sensational
53 Awards show presider
54 Author of the books quoted at 17-, 29-, 38-, 46- and 59-Across
57 Chianti, in Chianti
58 Six of them make a fl. oz.
59 Big Blue on the stock mkt.
60 ___ *From the Madding Crowd*
61 Steam
62 Serving in Japanese ceremonies
63 67-Across food



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[2]Card Members are entitled to receive Zone 1 Priority Boarding on Delta flights. Benefit is limited to Basic Card Members (not Additional Card Members) with the Gold, Platinum, or Reserve Delta SkyMiles Credit Cards. Reservation must include the Basic Card Member's SkyMiles number. Priority Boarding is also available for passengers traveling in the same reservation as the Basic Card Member. Maximum nine passengers per reservation receive the Priority Boarding. Priority Boarding will only be available on Delta and Delta Connection carrier-operated flights. Delta does not offer Priority Boarding on Delta Shuttle® flights. New Card Members and Card Members upgrading from another Delta SkyMiles Credit Card product from American Express will be eligible for the Priority Boarding benefit after receiving their Card from American Express. Offer is subject to change without notice. Additional terms, conditions, and restrictions may apply. See delta.com/mycardcan for details.

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ON HIS

100th BIRTHDAY,

HERE'S TO FRANK

AND A LIFE

WELL LIVED



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